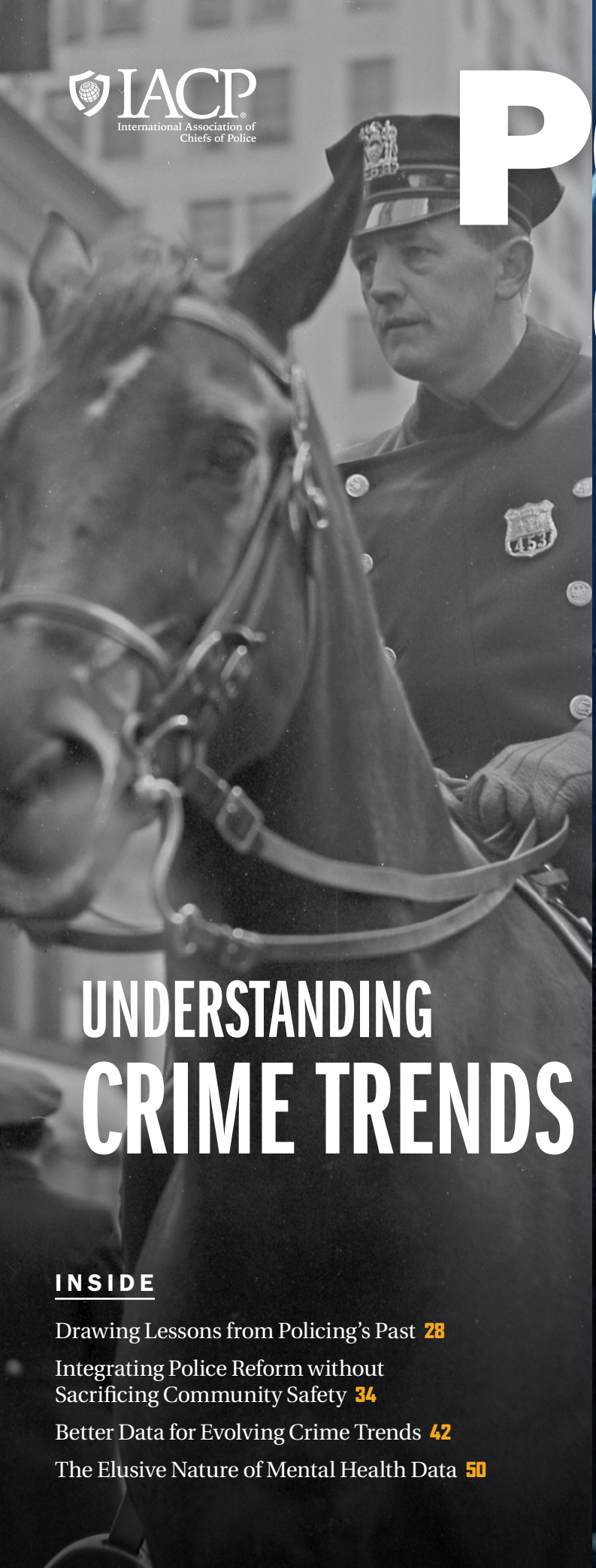
IACP
International Association of Chiefs of Police

AUGUST 2022

POLICE CHIEF



UNDERSTANDING CRIME TRENDS

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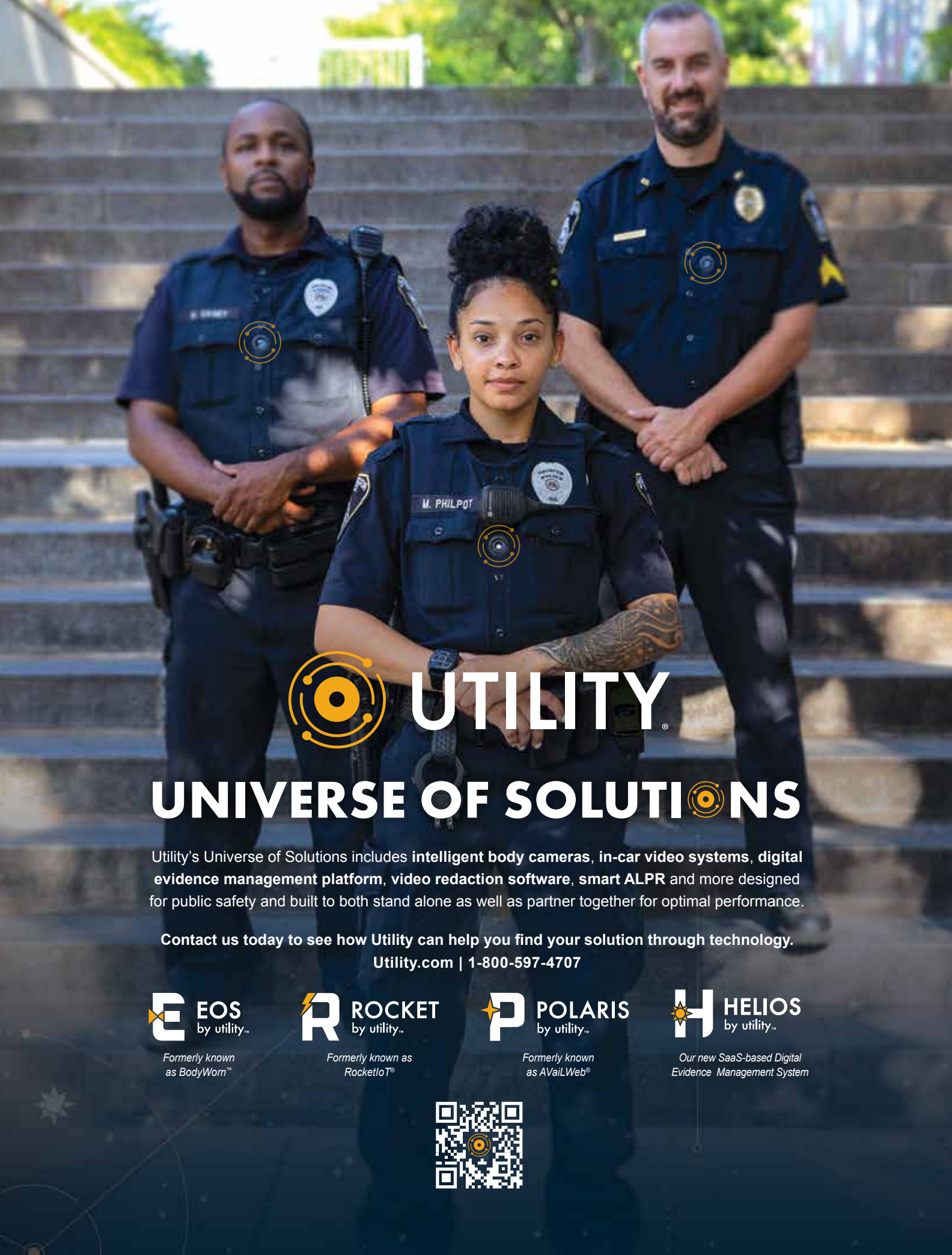

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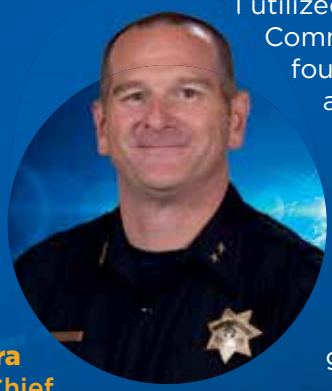

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Kurt Vavra
Deputy Chief
Glen Ellyn Police Department, IL

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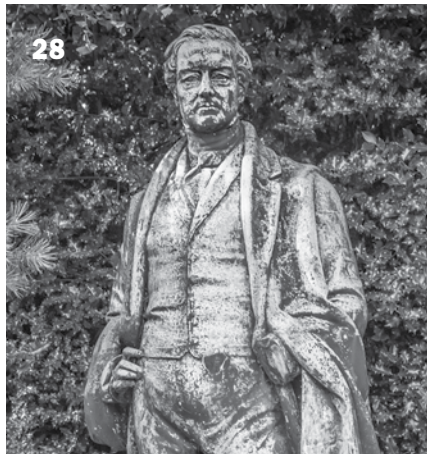

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Cover: *View of a member of the New York Police Department mounted unit patrolling 5th Avenue during the St Patrick's Day Parade, New York, New York, March 17, 1962. (Photo by Walter Leporati/Getty Images)*

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Police Chief articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

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34

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50

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50

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The Evolution of Crime Trends & Its Relevance to Police Leaders

Dwight E. Henninger
Chief of Police
Vail Police Department, Colorado

POLICE LEADERS HAVE ALWAYS BEEN RESPONSIBLE FOR THE SAFETY OF COMMUNITIES; THIS RESPONSIBILITY REQUIRES KNOWLEDGE OF CRIME TRENDS, BOTH GLOBALLY AND LOCALLY. NOT ONLY CAN THE KNOWLEDGE OF CRIME TRENDS HELP AGENCIES DEVELOP MORE EFFECTIVE AND APPROPRIATE TACTICS TO PREVENT AND SOLVE CRIMES, BUT PROACTIVELY ACKNOWLEDGING AND ADDRESSING THE CHANGING NEEDS OF YOUR COMMUNITY CAN HELP FOSTER TRUST AND SUPPORT FOR THE POLICE.

> "As a police leader, staying on top of these trends is of utmost importance."

Agencies continually have to adapt to a variety of environmental, social, and technological changes. Some examples include demographical changes, the evolving nature of drug markets, growth in the use of incarceration in the United States, and innovations in technology (e.g., automobiles, computers, mobile phones). For instance, the widespread use of technology such as mobile devices to record and disseminate instances of use of force have placed officers under increased public scrutiny. At the same time, police agencies have leveraged the same technology to connect with their communities through social media, to improve community trust in police through community policing efforts, to increase transparency, and to advance policy innovations. One example of a department that evolved from public calls to disband the department to winning awards in recognition of their innovations in problem-oriented policing is highlighted in the article in this issue by Robin Engel and James Whalen, "Integrating Police Reform without Sacrificing Community Safety." This example is only one of many instances in which police agencies have adapted to changing societal needs. For a more extensive historical context and examples of law enforcement adaptations to changing crime trends, refer to this issue's article titled, "Drawing Lessons from Policing's Past" by Tom McKay and Rick Arrington.

A knowledge of crime trends can also offer insight to questions that arise from significant crime rate changes by providing additional context for why these changes may be occurring. When 911 crime reporting and police record computerization emerged, it was followed by an increase in the number of assaults recorded by the police. At the surface level, this may appear to represent an increase in violence throughout the community. However, it may also be that changes in technology led to increased access to police services and more comprehensive recordkeeping. This example demonstrates the need for continued data collection to better understand the mechanisms and factors involved in the changing patterns of human behavior and appropriate police response to those trends.

As a police leader, staying on top of these trends and altering strategic responses accordingly, is of utmost importance to you, your agency, and your community, but also to the broader sphere of the field of policing, the researchers who study criminology, and the policy makers who operationalize research into practice. Recognizing this, in 2012, the Bureau of Justice Statistics (BJS) funded a feasibility study on the National Crime Statistics Exchange (NCS-X) Initiative, with input and cooperation from law enforcement agencies, to gain insight into how the U.S. federal government could better generate national estimates of crime. The progress made in this initiative is detailed further in the article in this issue, "Better Data for Evolving Crime Trends," by Andrea Gardner, Mark Pope, and Erica Smith.

The IACP provides a variety of resources on emerging issues in crime trends and possible approaches for response. Given the recent uptick in violent crime across communities, the IACP published several resources regarding gun and gang violence reduction initiatives. These include the IACP's Project Safe Neighborhoods National Training and Technical Assistance Initiative and the Police Officer's

Guide to Recovered Firearms Mobile Application. In addition to specific crime reduction initiatives, the IACP has compiled information and resources for implementing evidence-based policing in your department. These include a variety of resources for improving community relations, guidance on how to disseminate changes to officers through departmental trainings, and support from the expertise of your peers within IACP's membership. The new IACP Trust Building Champaign has numerous resources that can help your agency in using data and proven strategies to help your community properly understand your policing efforts and how to interpret the data. Examples of these resources include selections from the Center for Police Research and Policy, the IACP Law Enforcement Policy Center, the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), and the Mass Violence Advisory Initiative.

The evolution of crime trends requires adaptation from police agencies in how officers approach all aspects of crime control. Accordingly, the IACP is committed to providing assistance to police leaders in understanding crime trends and implementing data-driven policing to keep your community and officers safe. The efforts and resources of the IACP are ever evolving to help you increase the effectiveness of your agency and improve relationships with your community.

If you have any questions or comments, please contact me at **president@theiacp.org**.

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IACP TRUST BUILDING CAMPAIGN

The IACP Trust Building Campaign seeks to enhance trust between law enforcement agencies and the communities they serve by ensuring positive community-police partnerships that promote safe, effective interactions; create strategies to prevent and reduce crime; and improve the well-being and quality of life for all.

To join the campaign, law enforcement agencies must pledge, over the next 36 months, to implement key policies and adopt promising practices in six key focus areas that are essential to enhance the trust and collaboration between a police department and its community.

Learn more and take the pledge at **theIACP.org/iacp-trust-building-campaign**.

IACP 2022 Education Schedule Available

The full lineup of workshops, presentations, and education sessions for IACP 2022 in Dallas, Texas, is now available! Join your colleagues from around the globe for four days of training and networking, along with an exposition hall featuring more than 600 vendors showcasing the newest policing products and services.

Learn more, view the schedule, or register at **theIACPconference.org**.

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- **2022 Officer Safety and Wellness Symposium Workshops (Conference)**

  Check out the top workshops from this year's Officer Safety and Wellness Symposium. The symposium hosted sessions from national and international subject matter experts on topics that cover all things officer safety. Choose between purchasing the package of all available workshops or purchasing them individually. *Individual workshops: $30 each; Package: $200 nonmembers, $150 members*

- **The Role of School Resource Officers in Schools (Webinar)**

  This webinar discusses how to appropriately place and utilize school resource officers (SROs). The objective is to discuss the importance of Memorandums of Understanding between schools and police departments. Other objectives include establishing roles and responsibilities, SRO selection and training and its impact on the quality of student interaction, and the role of SROs in reducing school pathways into the juvenile justice system. *Free to both IACP members and nonmembers*

- **Youth De-escalation and Conflict Resolution for School Safety Officers (Webinar)**

  De-escalation and conflict resolution techniques are vital when working with youth. The focus of this webinar is on helping the adult learners improve their fundamental skills and techniques for interacting with youth in schools, particularly youth de-escalation and conflict resolution. Helping students learn to resolve conflicts appropriately provides them with the leadership tools to build positive relationships between themselves, other students, and school staff. *Free to both IACP members and nonmembers*

- **Safeguarding Children of Arrested Parents during Investigative and Tactical Operations (Webinar)**

  This webinar educates law enforcement officers on how to mitigate trauma experienced by children whose parents have been arrested. It provides frontline officers with best practices for conducting arrests of parents, both when children are present and when they are not. The information outlines procedures for ensuring children's safety and well-being throughout the parental arrest process. *Free to both IACP members and nonmembers*

- **Threat Assessment Strategies for Schools & Higher Education (Webinar)**

  This webinar explains key components for creating a school threat assessment. The objective of this webinar is to present an overview of the threat assessment and management process, and to discuss policies and procedures around the investigation of threats, including review of the differences between K–12 and higher education settings. It also provides resources for facilitation of threat prevention and intervention. *Free to both IACP members and nonmembers*

Visit **learn.theIACP.org** to register for these and other training and education offerings.

Q: How have crime trends changed in your respective field over time?

A: Since the turn of the century, technology has produced a transformation in criminal justice. Technology and related data have profoundly emerged as the targets of many crimes we have dubbed cybercrime. Quietly and simultaneously, an even broader landscape of technology and data has dominated the criminal justice field as the tools and evidence of cyber-facilitated crime. Throughout it all, criminal justice professionals have lacked the ability to measure and analyze cybercrime and cyber-facilitated crime due to the absence of relevant Criminal Justice Information System (CJIS) data. But 2022 has brought new legislation requiring the collection of cybercrime and cyber-facilitated crime metrics in the United States. These changes in CJIS data collection and analysis should bring a profound positive change for criminal justice in addressing this challenge.

James Emerson, Vice President
NW3C, Inc.

A: There has been a steady increase in hate-motivated crimes in Canada since—at least—the early 1990s, with significant spikes in the wake of 9/11 and again in recent years. In 2020, Canada experienced the most hate crimes ever recorded. Yet, research shows that about two-thirds of victims do not report their victimization for a host of complex reasons.

In an effort to provide support to victims, encourage the reporting of hate-motivated incidents, and mitigate the spread of fear in our communities, Peel Regional Police implemented a victim-centric approach in 2018. The Reassurance Protocol ensures that every victim of a hate-motivated incident receives a follow-up call or visit from a member of our service.

Feras Ismail, Staff Sergeant
Peel Regional Police, Ontario, Canada

A: As a state crime laboratory system, we generally serve a reactive role. Alternatively, forensic intelligence data generated from laboratory testing could become a more predictive tool in forecasting crime trends. These data could identify both future laboratory testing requirements and aid law enforcement agencies in recognizing future needs.

For example, our laboratory system receives and analyzes seized drug evidence from agencies across Tennessee. By aggregating results, we show statewide drug crime trends and assist agencies in predicting what drugs may be entering their jurisdictions. These data show successes in the war against prescription opiates, reinforce ongoing challenges with methamphetamine, and assist in documenting the rise of fentanyl.

Similar forensic intelligence data from other laboratory testing disciplines may be of predictive value to identify trends in a wide range of crimes.

Mike Lyttle, Assistant Director
Tennessee Bureau of Investigation

A: After almost a decade of double-digit decline in its overall crime data, the City of Miami Beach saw an 18 percent rise in violent crime during COVID-19. One perplexing data point that emerged was a 900 percent increase in women shooting guns. In one incident, two women—strangers, each with their own weapon—got into a gunfight. In another incident, a soon-to-be-mother who was frustrated with traffic fired several times at another motorist, barely missing him.

Local debate over the underlying cause of the uptick in violent criminal behavior remains unsettled—perhaps because the complexity of the answer is not only varied and global but because it is also mired in a phenomenon the modern world has never seen before—the aggregate effects of a pandemic on human behavior and its existential impact on crime.

Wayne Jones, Deputy Chief
Miami Beach Police Department, Florida

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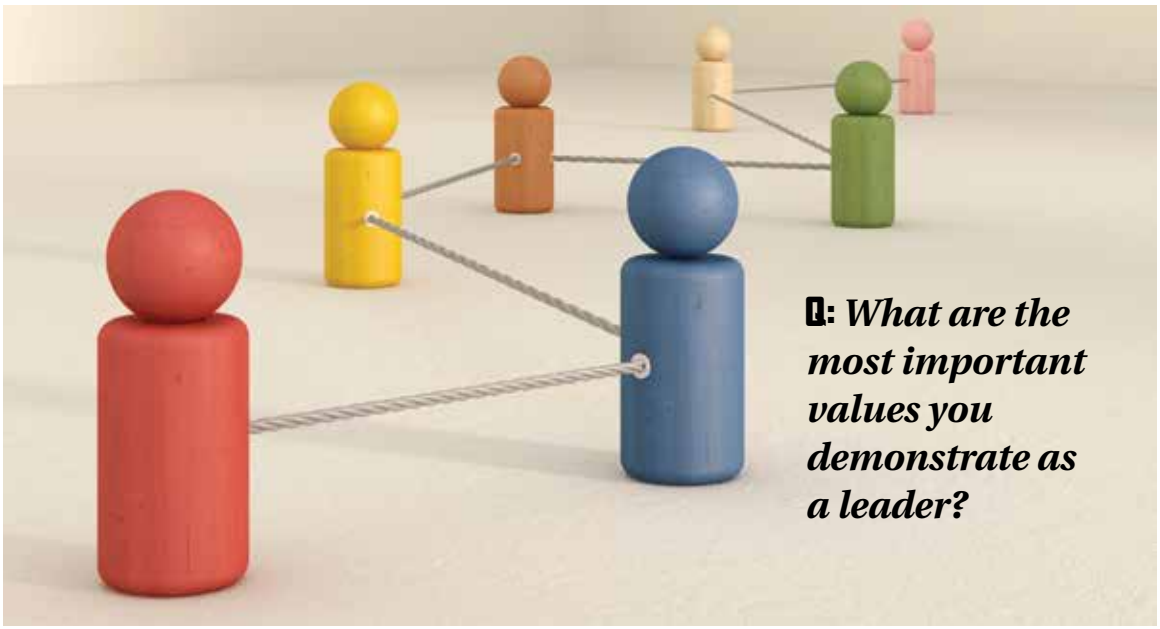
1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders.



Q: ***What are the most important values you demonstrate as a leader?***

A1: *Commander Pallas:* Aristotle and the ancient Greeks used the term *arete* to describe the virtue of achieving excellence or, more specifically, the best version of yourself. Close the gap between where you currently are and where your full potential lies. This means consistently working on your own character and competence by expressing the best version of yourself from moment to moment through conscious self-development. Develop yourself and you will be a good leader. So how do you become a great leader?

Be a great leader by developing arete in those you lead. Value them by investing in them. Help your followers achieve their own goals and full potential through teaching, coaching, and mentoring. Good leaders achieve their full potential; great leaders help others achieve theirs.

A2: *Chief Ashley:* Leading from the bottom-up is my leadership style preference. I attempt to elevate the ones I oversee to provide them with leadership skills, while building their confidence, to one day replace me.

As a leader, the most important values I demonstrate are

Authenticity: I've owned the uniqueness of being the only African American female with arrest authority in my jurisdiction. I'm fueled with passion to encourage others who look like me to choose a career in law enforcement.

Honesty: I welcome meaningful, trusting relationships and strive for purposeful engagements so all whom I oversee can flourish.

Openness: I don't condone the "my way or the highway" mindset. I welcome diverse ideas and various perspectives in the hope of being a well-rounded and informed leader.

A3: *Deputy Chief Morrill:* Leadership values matter most in the thoughts and actions they promote in others. Honesty and integrity are important because they promote similar traits in subordinate members. Leaders must be scrupulously honest to maintain their integrity.

Being supportive of your personnel will promote confidence in them—acting with confidence in policing can mean the difference between life and death.

Treating people with respect shows how important it is for your people to respect themselves and the community.

Some would say good humor is not a value, per se, but it is to me. Maintaining good humor in the face of adversity can release tension and deepen the bonds between you, your people, and your community.

Having good values is important. It's even more important that you consistently display those values to those you lead.

"Q" Do you have a question for our mentors? Email us at EDITOR@THEIACP.ORG, and you might see it in a future issue!

MEET THE MENTORS

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MONTGOMERY COUNTY DEPARTMENT OF POLICE, MD

Jillian Ashley, Chief of Services
MICHIGAN CITY POLICE DEPARTMENT, IN

Julie Morrill, Deputy Chief
NEW YORK CITY POLICE DEPARTMENT, NY

BY
Lyla Zeidan, Esq., Legal Program Manager, Northern Virginia Criminal Justice Training Academy

Geofence Warrants

The Unpredictable Future of Using Google Location Data

STATE AND LOCAL LAW ENFORCEMENT ARE INCREASINGLY TURNING TO GOOGLE DATA IN SEARCH OF SUSPECTS FOR SERIOUS CRIMES. LOCATION TRACKING DATA ARE ONE WAY FOR LAW ENFORCEMENT TO SEEK OUT SUSPECTS IN THE VICINITY OF A CRIME.

These so-called geofence warrants allow detectives to search a crime scene for suspects rather than asking a judge for a warrant to search the home or belongings. Geofence warrants seek location data on every person within a specific location over a certain period. For this technology to work, people must be using cellphones or other electronic devices that have the location history feature enabled.

Geofence warrants rely on Google's extensive records that show where a user's mobile phone is located at a given time, offering a novel way to identify criminal suspects who might not otherwise be found. These warrants are a useful investigatory technique that has helped lead police to suspects in an array of crimes around the United States. However, some are concerned that allowing police to scrutinize movements near a crime also reveals the whereabouts of innocent people, posing a privacy concern.

THE HISTORY OF WARRANTS

Under the Fourth Amendment of the U.S. Constitution, police officers may not obtain a warrant unless that warrant is based upon probable cause and particularly describes the place to be searched—and the persons or things to be seized. The U.S. Supreme Court has since applied the principles embodied in this language to constantly evolving technology from recording devices in public telephone booths (*Katz v. United States*); to thermal-imaging equipment (*Kyllo v. United States*); and, most recently, to cell-site location data (*Carpenter v. United States*).

It is true that the Cyber Age has vast potential both to expand and restrict individual freedoms in dimensions not contemplated in earlier times.[1]

UNITED STATES V. CHATRIE

In the first order of its kind, a federal district court judge in Virginia held that a warrant used to identify all devices in the area of a bank robbery, including the defendant's, "plainly violates the rights enshrined in that [the Fourth] Amendment."[2]

In *United States v. Chatrie*, a man walked into the Call Federal Credit Union in Midlothian, Virginia, on May 20, 2019, waved a gun, and threatened to kill a teller's family if he did not get at least $100,000 in cash. The robber, who was seen on surveillance video holding a cellphone in his hand, escaped with $195,000. After following leads that didn't develop, police went to a magistrate judge and obtained a geofence search warrant, seeking location history from Google for any devices located within a 150-meter (164-yard) radius of the bank around the time of the robbery. Google turned over location data for 19 devices without providing any identifying information. Police then narrowed down their request to three devices,

for which Google provided the information. Police arrested Okello Chatrie, who was charged with armed robbery. Bank cameras showed the robber came and went from an area where a church worker saw a suspicious person. Chatrie's location history matched these movements. Prosecutors argued Chatrie had no reasonable expectation of privacy since he voluntarily opted into Google's location history feature. Chatrie's lawyers called the warrant the equivalent of "searching the bags of every person walking along Broadway because of a theft in Times Square."[3]

Mr. Chatrie filed a motion to suppress the geofence evidence, and the court ruled that the warrant was unconstitutional. The court held that it's not enough for the police to allege that a crime was committed and the perpetrator owned a cellphone. If the police want to get information on every device in the area, they must also establish probable cause to search every person in the area.

U.S. District Judge Hannah Lauck found that the warrant violated the U.S. Constitution by gathering the location history of people near the bank without having any evidence that they had anything to do with the robbery. "The warrant simply did not include any facts to establish probable cause to collect such broad and intrusive data from each of these individuals," Lauck

> ***"It is true that the Cyber Age has vast potential both to expand and restrict individual freedoms in dimensions not contemplated in earlier times."***

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wrote in her ruling. The judge said she was not ruling on whether geofence warrants can ever satisfy the Fourth Amendment, but privacy advocates said the decision could make it more difficult for police to persuade magistrates to grant such warrants.[4]

> ***"Location History appears to be the most sweeping, granular, and comprehensive tool—to a significant degree—when it comes to collecting and storing location data."***

Despite the court's determination that the warrant was plainly unconstitutional, the court refused to suppress the evidence. The court held that the officer acted in good faith on what he thought was a valid warrant. This part of the ruling relied on the "good faith" exception to the Fourth Amendment's warrant requirement. Officers acted on what they thought was a valid warrant at the time. The detective was not at fault because he had consulted with prosecutors before applying for the warrant and relied on his past experience in obtaining three similar warrants.

In *United States v. Chatrie*, Google submitted a legal brief urging the Virginia court to rule that law enforcement must obtain a warrant supported by probable cause to gain access to the company's location history records.

During the investigation, police issued the warrant to Google seeking information on every device within the area of the robbery during a one-hour period. The geographic area was about 17.5 acres and included a church, a chain restaurant, a hotel, several apartments and residences, a senior living facility, a self-storage business, and two busy streets. Google's initial search identified 19 devices, with a total of 210 individual location points. Google assigned anonymizing identifiers to each device and provided their locations to the police. Following a three-step process designed by Google, the police expanded the time period to two hours to get additional location information for nine of the devices. Ultimately, police obtained detailed, identifying subscriber information for three devices. One of those belonged to the defendant.

The court further held that Google's three-step process did not cure the warrant's defects. The initial anonymization of the data didn't help because, as the court recognized, "[e]ven 'anonymized' location data—from innocent people—can reveal astonishing glimpses into individuals' private lives when the [g]overnment collects data across even a one- or two-hour period."[5]

FUTURE OF GEOFENCE WARRANTS

The robbery ruling in the U.S. District Court for the Eastern District of Virginia could have implications for police departments as they increasingly seek to search Google's location data, with many privacy advocates hoping that judges in other courts will follow its lead to deny issuing geofence warrants going forward. It remains to be seen if other judges will agree with Judge Lauck's reasoning, which hinged on the privacy impact for other people who unknowingly appear in the search for a suspect. The judge's ruling found that police didn't show probable cause to search these other people. *Chatrie* follows several other courts that have also held geofence warrants to be unconstitutional, but in each of those cases, the judges were reviewing the warrant before a defendant had ever been charged. The *Chatrie* case is different because the warrant was approved by a magistrate, and the investigation ultimately resulted in the case brought against Mr. Chatrie.

LEGISLATION

As the district court noted, "Location History appears to be the most sweeping, granular, and comprehensive tool—to a significant degree—when it comes to collecting and storing location data."[6] However, the data may not be all that accurate. Data may place a device inside the geofenced area that was, in fact hundreds of feet away and vice versa. Google said geofence requests jumped 1,500 percent from 2017 to 2018, and another 500 percent from 2018 to 2019. Google now reports that geofence warrants make up more than 25 percent of all the warrants the company receives in the United States. The *Chatrie* decision also raises questions about whether legislatures should step in to set parameters around how—or even whether—law enforcement should use these warrants. Judge Lauck stressed the need for legislative action on the issue, noting that currently no law prohibits Google and other companies from collecting and using vast amounts of data from their customers.

NOTES:

[1]Carpenter v. United States, 138 S. Ct. 2206, 2224 (2018).

[2]United States v. Chatrie, No. 3:19cr130 (E.D. Va. 2022).

[3]Denise Lavoie, "'Geofence Warrant' Unconstitutional, Judge Rules in Virginia," ABC News, March 30, 2022.

[4]*Chatrie*, No. 3:19cr130.

[5]*Chatrie*, No. 3:19cr130, *44.

[6]*Chatrie*, No. 3:19cr130, *4.

POLICE CHIEF

2023 CALENDAR

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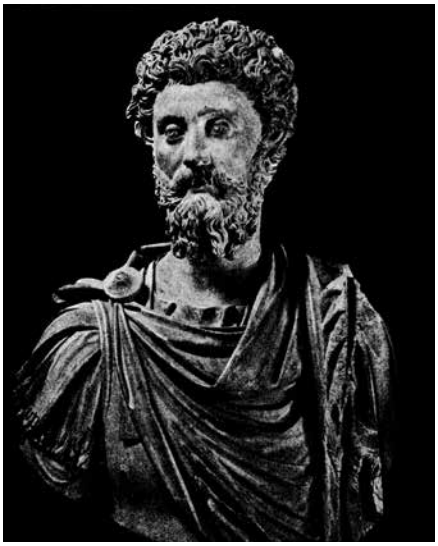
BY
Tom Wickman,
Chief, Frisco Police Department, Colorado

Why Not Stoicism?

Relieving Stress, Anxiety, and Frustration in Your Daily Life



> *"Confine yourself to the present."*
>
> —Marcus Aurelius

BEING A POLICE OFFICER IN MODERN SOCIETY IS A VERY CHALLENGING UNDERTAKING. THE PROFESSION CAN BE VERY STRESSFUL AND AFFECT EVEN PEOPLE WITH THE STRONGEST WILLS.

In order to counter the daily anxiety-inducing situations of such a role, it is important to acknowledge the events that cause stress, reflect on why an event caused such emotion, and redirect the effects of stress in a positive way. How can one turn a stressful event into a positive outcome? A philosophy founded during the Hellenistic period, nearly 2,000 years ago, could be a solution. The solution is called stoicism.

Stoicism is an ancient Greco-Roman philosophy founded in Athens, Greece, around the year 300 BCE. The founder, Zeno, a Phoenician merchant and philosophy enthusiast, was fond of Socrates, a renowned moral philosopher at the time, and wished to associate with men of that style and character. As the story goes, Zeno inquired where men like that could be found, and, at that exact time, the philosopher Crates walked by, and Zeno was told to "follow yonder man." Zeno became a student of Crates, and after years of study, he became the teacher. He and his followers met under the Stoa Poikile, a public place in the city center, and they eventually became known as the "Stoics."

A common misconception of Stoic beliefs is that it espouses remaining emotionless during a time of great personal struggle. In reality, Stoicism is the ability to accept one's emotions and determine whether or not the cause of one's struggles is within his or her control. As stated by philosophy professor Massimo Pigliucci,

> *[Stoicism] is about keeping in mind what is and what is not under our control, focusing our efforts on the former and not wasting them on the latter.*

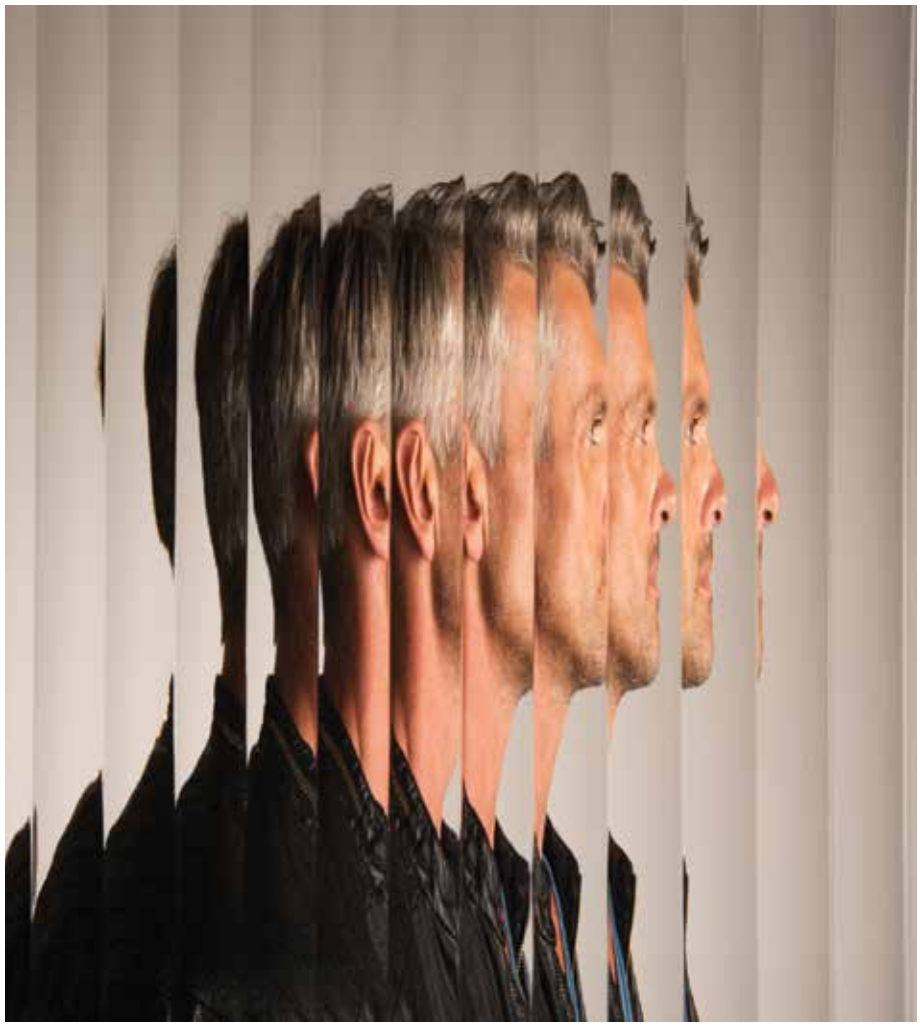
In order to apply Stoic beliefs to the profession of law enforcement, it is necessary to understand the basic message of the philosophy. Stoicism consists of two important ideas that correspond to two major assurances offered to its practitioners. The first being that life is fundamentally about being a morally good person, which is achieved through the continuous practice of four paramount virtues—wisdom, courage, justice, and temperance. The second idea is the Dichotomy of Control, which is the concept that things are either in or out of an individual's control. By following the first tenet and living a morally true existence, one can look back and be content with a worthy life. The second tenet will give a Stoic peace of mind, known as *ataraxia*, and an understanding that one can survive any obstacle the universe conceives.

Virtue, another idea within Stoicism, not related to the previously stated traits, is the principle behind all actions. This is a person's moral compass and is the sense of rightness that emerges from one's inner self when making decisions and experiencing or witnessing the resulting actions. A common elementary school quote, "Actions speak louder than words," encompasses this idea, as actions can reveal a person's true character. Therefore, those with good character will take good actions. One's moral compass is determined by each individual, and each individual must answer to his or her own moral compass when making decisions. However, cheaters, liars, and people with no inclination to care about right and wrong are often the most exhausted and agitated people in society. They must dwell on and belabor every decision and consider every temptation. They then must relive their wrongdoings if they are rewarded

by their dishonest behavior. "Life is meaningless to the person who decides their choices have no meaning." Meanwhile, a person who knows what he or she values, has a strong sense of decency and principle, and has a moral compass pointed in the direction of honesty and goodness will live a much happier and unburdened life. In the terminology of Stoicism, a person will have found "stillness."

How can one find this stillness? Revisit the four virtues of Stoicism: wisdom, courage, justice, and temperance. The Stoics applied these virtues in their daily lives, and they are still achievable and applicable for people today. Wisdom is the ability to navigate complex situations, especially morally ambiguous ones, in the best way possible. In the law enforcement profession, some solutions to complex situations are determined by the laws in place, but other cases must be solved by virtue—the wisdom to know what is right and what is wrong. Next, courage is the ability to actually act and do the right thing during these challenging situations. Third, justice, differing from the standard law enforcement interpretation, means treating others as worthy of the respect and dignity that should be afforded to fellow humans. Finally, temperance is responding to situations in just measure, without excess or defect.

How can these virtues be applied to law enforcement? How can they help relieve the stress and anxiety that can come with the profession? A simple way is to find a hobby or two that gives the mind "rest." Biking, weightlifting, reading, or bowling are all examples of activities that take people out of their normal routines. Additionally, law enforcement officers often think that they cannot (or should not) be afraid while going into a potentially dangerous situation, but



that is far from the truth. It is important to allow oneself to be nervous going into a given situation, but that nervousness should not reach the level of significant anxiety. And how does one accomplish that balance? By meticulously preparing. If the officer is ready physically, mentally, and mechanically, then the officer is well ahead of the game. The final step is to remain calm. Remembering what can and cannot be controlled will help a person remain calm in most situations.

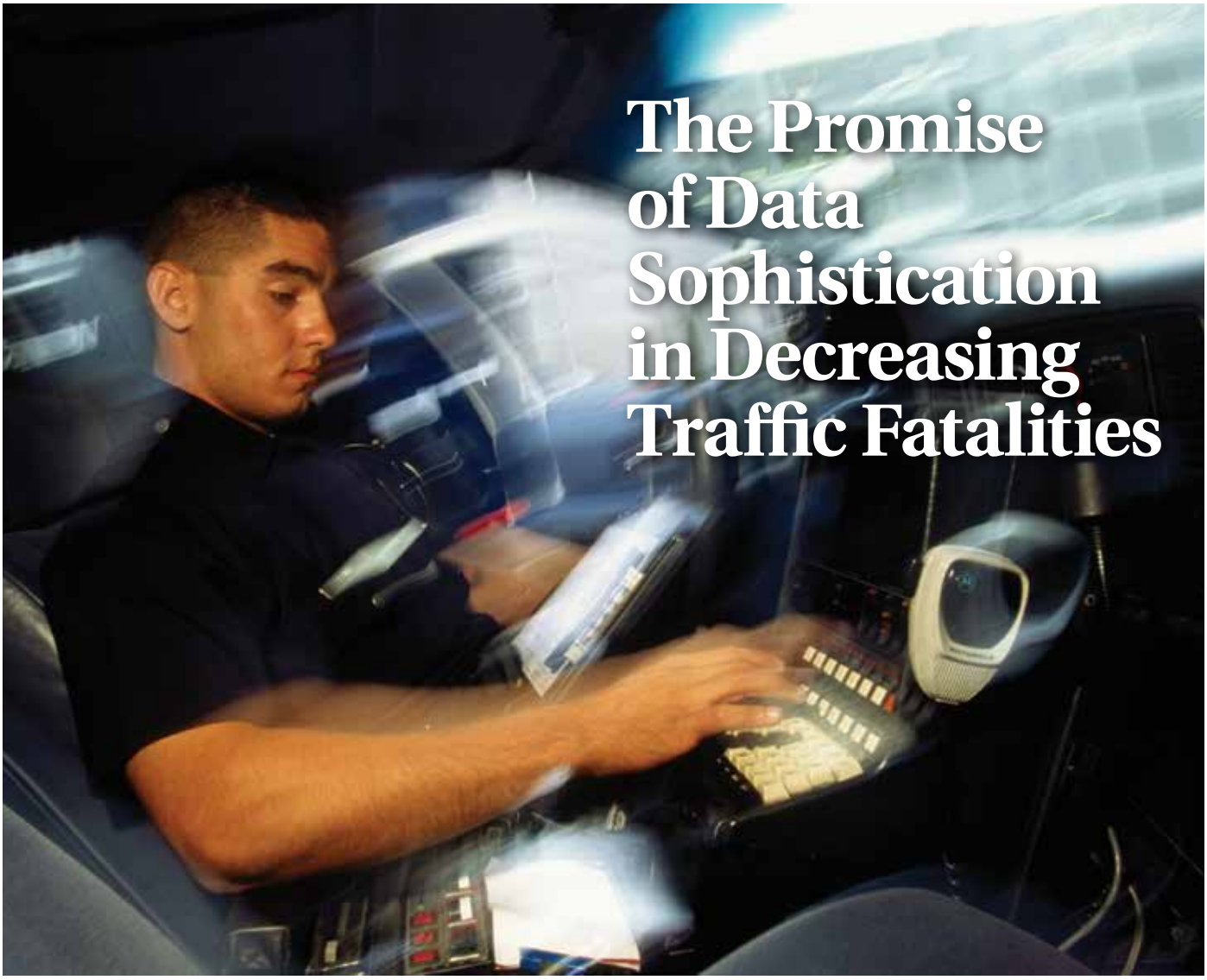
But what about stress? One of the key components to the Police Training Officer program is the concept of journaling. Putting thoughts on paper relieves stress, just as talking a stressful situation through does. If a person can put thoughts to paper, one will avoid "rushing," and the experience or emotion will be remembered more accurately the next time. People are more likely to retain thoughts (perspective) over time if those thoughts are journaled. It is also beneficial to acknowledge that officers will deal with negative people. Things on the job will not always go smoothly, but the negativity can be dealt with. Anger doesn't do anything positive for an individual, physically or mentally. By journaling, one can reduce some of the stress, but it takes work and a daily effort. Living in the present is beneficial because the past and the future can't be changed. The Roman Stoic Seneca wrote, "We suffer more often in imagination than in reality."

There are several ways to reduce stress, but the author has found one, in particular, that has brought solace, especially under current circumstances—the practice of daily thanks or gratitude. It can help to be thankful for all the daily pleasures and blessings found in life and meditate on them daily.

As stated by the Greek Stoic Epictetus,

> *Remember, the real essence of good is found only within things under one's own control. If this is kept in mind, feelings of being falsely envious or forlorn won't arise. Stop aspiring to be anyone other than your own best self, for that* does *fall within your control.*

The Promise of Data Sophistication in Decreasing Traffic Fatalities



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BY
Jason LaRue, Associate Vice President, LexisNexis Coplogic Solutions

ACCORDING TO THE U.S. DEPARTMENT OF TRANSPORTATION'S NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION, IN 2020, 38,824 PEOPLE DIED IN MOTOR VEHICLE TRAFFIC CRASHES—THE LARGEST NUMBER OF FATALITIES SINCE 2007.

However, these tragic losses of life don't need to happen. The National Safety Council Road to Zero Coalition have put forth the premise that crash fatalities are completely preventable with the goal of achieving zero crash fatalities by the year 2050. Cities and municipalities have signed on to this initiative with some looking to achieve the goal by as early as 2030. By understanding the factors leading to the incidences, proactive management, and data-based interventions, road crashes can be predicted and prevented. The road to zero crash fatalities is paved with data and a mindset that individuals can impact traffic outcomes to make their communities safer.

The most valuable tool an agency can adopt to achieve zero fatalities is data sophistication. Data sophistication is the process that applies a uniform, automated approach to unstructured, basic data collection to support real-time data integration, making it easier to apply those insights to real-world issues, such as traffic patterns. Data sophistication makes it possible for agencies to transform their traffic safety strategies from reactive to proactive and preventive through fast access to accurate, complete, and timely crash information that can be used to generate actionable insights, ultimately leading to traffic safety improvements. For example, when the state of Georgia adopted a statewide system called Georgia Electronic Accident Reporting System (GEARS) to collect, store, and analyze crash data, the LaGrange Police Department,

situated near the state's western border, was one of the first law enforcement agencies in the state to make use of the new technology to improve their community's traffic safety. Organized, timely, and accessible data allowed the agency to identify high-priority areas and get a better picture of community traffic safety while reducing the staff time needed to process and analyze crash data.

Using comprehensive data and analytics tools, agencies can find out where, when, and why crashes are happening and put measures in place to ensure safe navigation within the community, thus resulting in fewer incidences. In the example of LaGrange, law enforcement used crash data make informed decisions about staffing allocations and the distribution of police resources.

When leveraged properly, improving data sophistication allows agencies at both the local and state level to essentially fire on all cylinders as crash data management becomes automated and integrated across multiple sources. This can help law enforcement inform their communities, city managers, public works, and transportation departments in a way that empowers the development of a cohesive strategy to solving traffic issues.

The gains that can be realized by data sophistication are not obtained in isolation. Agencies must commit to evolving from a reactive to preventive strategy. More importantly, they must adopt an all-hands-on-deck approach to advance the mission of zero fatalities, working collaboratively with state and local public and traffic safety officials, and any other

> ***"The road to zero crash fatalities is paved with data and a mindset that individuals can impact traffic outcomes to make their communities safer."***

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> ***With the appropriate level of data sophistication, agencies can plan proactively for future traffic accidents and take steps to mitigate risks and save more lives.***

departments and community organizations who have a vested interest in improving traffic safety outcomes. For Vision Zero to become a reality, agencies must commit to having data that are accurate, complete, and timely. It will be imperative that they keep their data sources clean and develop an ability to extrapolate data in a manner that delivers analytics in a way that is understandable.

People are human—and mistakes will happen. However, by improving data sophistication agencies can help lead the way in their communities to a road system that's designed to mitigate and, ultimately, prevent areas prone to those mistakes so that human error does not result in serious injury and death.

With the appropriate level of data sophistication, agencies can plan proactively for future traffic accidents and take steps to mitigate risks and save more lives. And, as communities and organizations across the world mobilize toward a preventive approach to traffic safety, with the goal of zero traffic fatalities by the year 2050, data sophistication will become a valuable tool in helping agencies deliver advanced, actionable data and analytics well into the future.

Traffic safety and eliminating traffic fatalities is a problem that affects everyone. With data sophistication, a coordinated effort can be put toward developing a plan to make communities safer. Every step forward is progress toward proactively improving traffic safety, reducing fatalities, and positively impacting the future of traffic safety.

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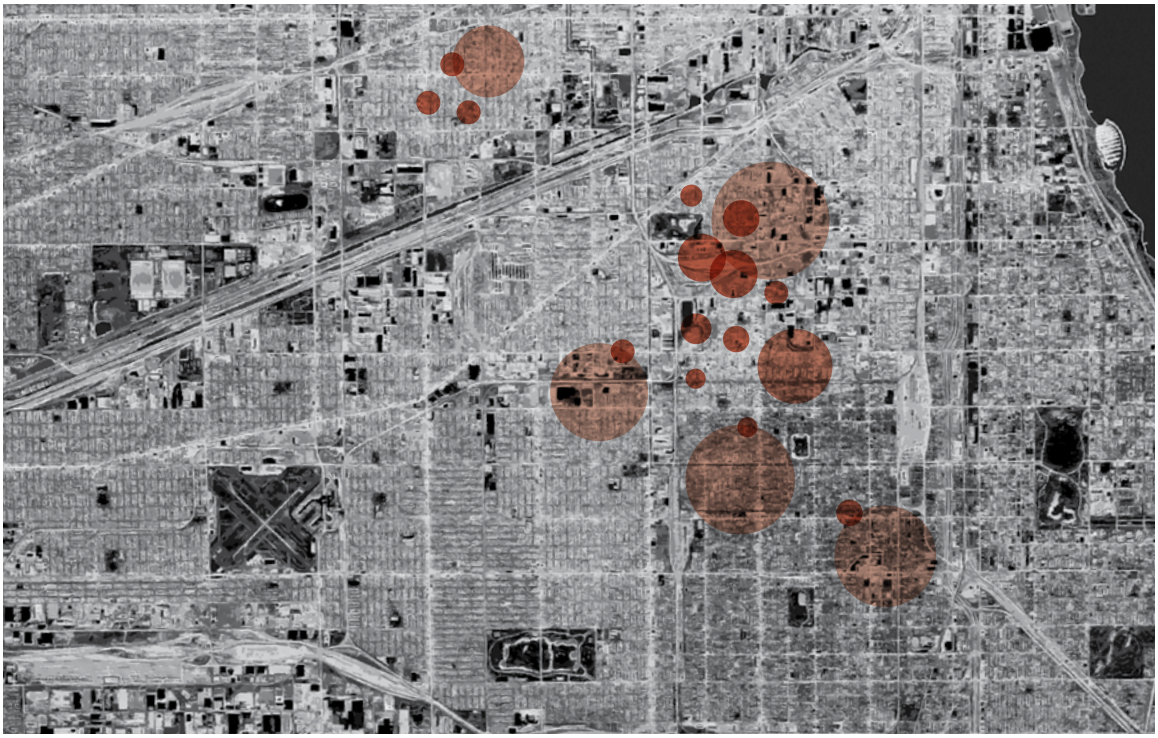
Increasing Fairness and Effectiveness

BY
David Weisburd, Distinguished Professor, Department of Criminology, Law and Society, George Mason University, and Executive Director, Center for Evidence-Based Crime Policy, and Cody W. Telep, Associate Professor, School of Criminology and Criminal Justice, Arizona State University



THERE IS STRONG EVIDENCE FROM MULTIPLE RIGOROUS EVALUATIONS THAT POLICE CAN EFFECTIVELY REDUCE CRIME WHEN THEY FOCUS ON PROACTIVE STRATEGIES LIKE HOT SPOTS POLICING.[1]

But there are concerns that focused, place-based efforts to reduce crime could have negative impacts on public trust in the police, leading to the President's Task Force on 21st Century Policing's recommendation that research "specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy."[2] In recent years, these concerns about police treatment of individuals in high-crime areas have only been magnified, and a number of policing reform efforts emphasize the importance of improving interactions between police and members of the public. With crime rates rising in several cities, some have raised questions about whether reform efforts can still be prioritized.[3]

A recent three-city randomized experiment shows clearly that police can focus on reform and crime reduction at the same time. The study considered whether a commonly proposed reform effort—procedural justice training—could effectively be integrated into a hot spots policing intervention to improve police behavior and interactions with the public without sacrificing crime control effectiveness. Procedural justice focuses on fair treatment in interactions with the public (giving voice, showing neutrality, treating people with dignity and respect, and demonstrating trustworthy motives) and has been linked in surveys to increased police legitimacy and compliance with the law.[4] This focus on increasing both fairness and effectiveness is in line with the National Research Council's recommendation to see these concepts not as competing but as mutually reinforcing.[5] The study was funded by Arnold Ventures and the National Policing Institute (NPI) and led by researchers from the NPI, George Mason University, Arizona State University, and the University of Pennsylvania.

THE STUDY

The Tucson, Arizona; Cambridge, Massachusetts; and Houston, Texas, Police Departments participated in the experiment. Each department assigned eight or twelve patrol officers to the study for a nine-month intervention period. In each city, the research team identified 40 high-crime residential street segments (intersection to intersection) based on drug, property, and violent crime incidents in the prior year. These streets were randomly assigned

to one of two conditions: (1) a standard hot spots policing condition or (2) a procedural justice hot spots policing condition. The officers participating in the experiment were also randomly assigned to one of these two conditions.

In each city, a team of four or six officers working in the 20 standard condition hot spots was told to focus on reducing crime. They received an overview of hot spots policing and were instructed to provide extra attention to their assigned locations. The procedural justice team in each city also had four or six officers and was assigned to 20 high-crime locations. These teams were also told to reduce crime on their assigned street segments. But, in addition, these officers received a 40-hour training course on procedural justice at the start of the study and were told to incorporate procedural justice into all interactions with the public. The training, which drew from prior procedural justice trainings and recommendations from practitioner and scholar experts, focused on behaviors and actions officers could take to demonstrate fairness and respect.[6]

RESULTS

The experiment used multiple forms of data collection to assess how successfully police reform efforts could be integrated into a proactive policing framework. Pre- and post-training surveys with the procedural justice officers showed significant impacts of the training on officer attitudes. Post-training, procedural justice officers were significantly more likely to express positive views about using procedural justice in the field. Importantly, these attitudinal impacts also translated into behavioral impacts in the field. In each city, trained observers spent about 400 hours riding with officers in both conditions to systematically observe and code officer interactions with the public. The officers trained in procedural justice were significantly more likely to give community members a voice and a listening ear, show neutrality in these interactions, and treat people with dignity and respect. They also demonstrated more overall procedural justice.

While these attitudinal and behavioral impacts on officers are important, reform efforts are most successful when these reforms also positively impact residents' views of police in their community. Approximately seven residents of each location were surveyed about their perceptions of police before and after the intervention. There was little pre- to post-experiment change in resident perceptions of procedural justice and legitimacy of police on the block. This likely reflects the challenge of changing residents' long-held views about police. But there were significant impacts on perceptions of two specific police behaviors. After the intervention, residents of the procedural justice condition hot spots, compared to the standard condition hot spots, were significantly less likely to agree that police on their block use too much violence or harass or mistreat residents. In a period in which police violence and harassment have

been at the forefront of critiques of policing, these findings are particularly important for advancing police reform.

A key question is whether this more respectful policing led to a decline in police effectiveness in controlling crime. Crime was examined using both crime incidents and community member–initiated calls for service. During the intervention period, there was a statistically significant relative decline of about 14 percent in crime incidents in the procedural justice condition hot spots. The effect on calls for service was not statistically significant, but it was in the direction of crime control. These findings suggest that the procedural justice hot spots intervention actually reduced crime even more than traditional hot spots policing. This decline in crime also came about even though the officers trained in procedural justice made about 60 percent fewer arrests than the officers who received only an overview of hot spots policing did during the intervention period.

LESSONS FOR THE FIELD

These findings suggest that procedural justice training can be successfully incorporated into a hot spots policing strategy. Police can be effectively trained to use procedural justice in hot spots, and this training can impact officers' attitudes and behaviors, community perceptions of police behavior, and crime trends. Given that this study involved small teams of officers dedicated full-time to high-crime areas, procedural justice training may be especially relevant to special units dedicated to proactive crime reduction. Training could improve interactions between special unit officers and the public, while also enhancing the crime control effectiveness of these teams. Future studies are needed to examine the impacts of scaling up this training to larger groups of officers or an entire agency. These results suggest that police reform and police effectiveness should not be seen as competing goals, and policy makers and police leaders should not abandon their reform efforts in response to rising crime rates. Agencies should focus on the development of policies and programs that seek to advance police reform and increase police effectiveness simultaneously.

This article is adapted from David Weisburd, Cody W. Telep, Heath Vovak, Taryn Zastrow, Anthony A. Braga, and Brandon Turchan, "Reforming the Police through Procedural Justice Training: A Multicity Randomized Trial at Crime Hot Spots," *Proceedings of the National Academy of Sciences* 119, 14 (2022).

NOTES:

[1]David Weisburd and Malay Majmundar, eds., *Proactive Policing: Effects on Crime and Communities* (Washington, DC: National Academies Press, 2018).

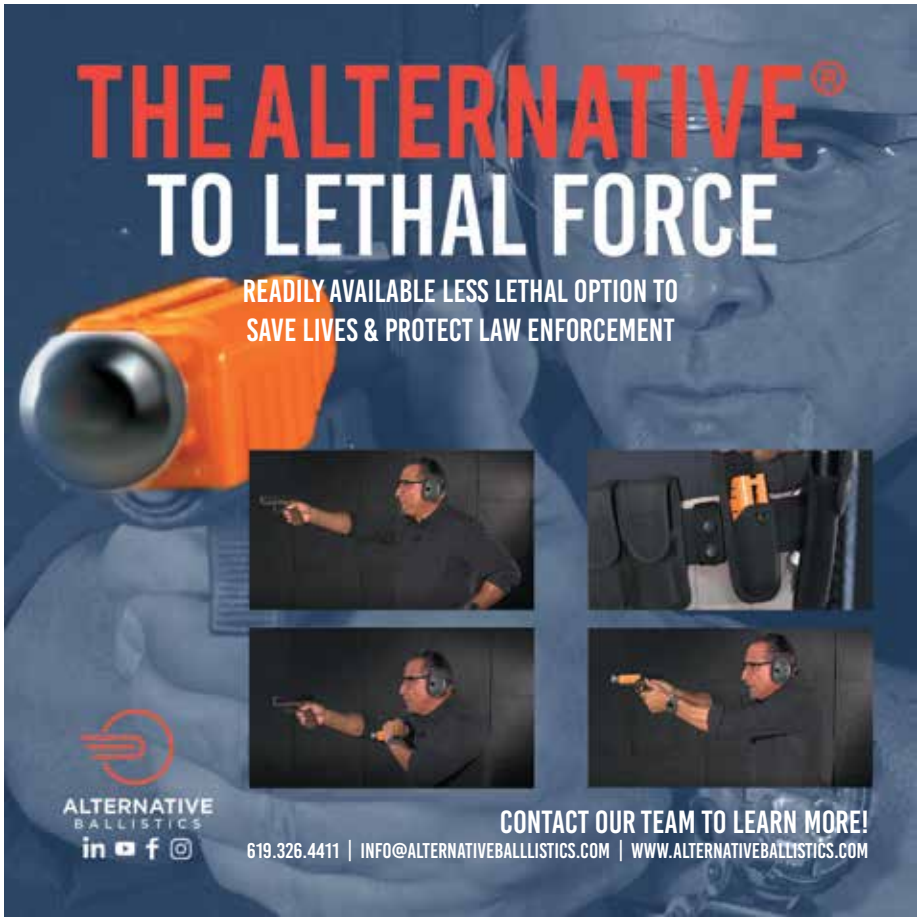
[2]President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), 16.

[3]Alexander Burns, "Democrats Face Pressure on Crime from a New Front: Their Base," *New York Times*, June 3, 2022.

[4]Tom R. Tyler, "Enhancing Police Legitimacy," *Annals of the American Academy of Political and Social Science* 593 (May 2004): 84–99.

[5]National Research Council, *Fairness and Effectiveness in Policing: The Evidence* (Washington, DC: National Academies Press, 2004).

[6]All of the training slides are available through Dropbox at bit.ly/pjhotspotstraining.



Transforming Policing through Telemedicine

WITH THE ONGOING OPIOID EPIDEMIC AND COVID-19 PANDEMIC CONTRIBUTING TO THE INCREASE OF MENTAL HEALTH CRISES, MANY LAW ENFORCEMENT AGENCIES ARE FEELING ADDITIONAL PRESSURE SINCE THEIR OFFICERS OR DEPUTIES ARE OFTEN THE FIRST RESPONDERS DISPATCHED TO THE SCENE.

When law enforcement responds to these situations, it takes time, personnel, and resources that many agencies—especially smaller departments—don't always have.

Estimates show that up to 20 percent of police calls involve a mental health or substance use crisis, and that number continues to climb. According to a recent survey of 2,400 veteran law enforcement officials, 84 percent said they have seen a significant increase in mental health–related calls over time. Around 63 percent said the amount of time their departments spend on these calls has also increased, due in part to the fact that these calls often take longer than more traditional situations like traffic calls and in part to an inability to refer people to appropriate resources.

For small, rural agencies where mental health services are scarce, these calls can take officers out of the field for hours—sometimes even for entire shifts. This rings true for the Butte County, South Dakota, Sheriff's Office, which staffs only five deputies. The nearest treatment locations are in larger metropolitan areas 63 miles to 400 miles away, and when deputies receive a call requiring involuntary commitment for mental health reasons, they are responsible for transporting the individual to a center for assessment. These roundtrip drives can take an additional 10 to 12 hours and hundreds of agency dollars in gas money. "It's disruptive for the subject of the call, upsetting for their family, stressful for my deputies, and expensive for my department," said Sheriff Fred Lamphere. "There's no question that we need a better way to manage mental health calls." Many departments have searched for the appropriate mental health intervention technique for their community members but question their effectiveness and safety.

"While law enforcement agencies should be commended for doing whatever it takes to ensure individuals get immediate access to mental health care, they need a better way to solve the problem," said Brian Erickson, vice president and general manager of behavioral health and specialty clinic at Avel eCare. "This is where telemedicine is starting to close the gap." In July 2020, Avel eCare launched the Virtual Crisis Care (VCC) pilot program, and Butte County was one of 19 sites across South Dakota that participated.

The VCC program equips law enforcement agencies with tablets to support around-the-clock, on-demand access to a behavioral health care team. Telemedicine virtual care providers use video chat to assess, de-escalate, and stabilize the situation, thereby avoiding the stigma of criminalizing mental health while preserving department resources.

On-site law enforcement can request a video safety assessment, which can take between 15 minutes to an hour; if the person in crisis consents to a telehealth evaluation, the deputy or officer will provide the individual with a tablet for a video session with a trained mental health care provider. After the session is complete, the provider will discuss recommendations with law enforcement and connect the individual in crisis to a community health resource for follow-up if needed. The officer or deputy has the ultimate decision on what course of action to take based on their direct knowledge of the situation.

Technology is often proposed to fill gaps in rural policing, but long distances, rough geography, limited budgets, and poor internet service can cause problems during implementation. Sheriff Lamphere explained that these obstacles hardly ever materialized during the telemedicine program.

Not only has VCC been well-received by the deputies but also throughout the community. Although anticipating skepticism, Sheriff Lamphere noted that more individuals were willing to talk to a health care provider virtually than not. For community members who want help, telemedicine has been a positive alternative to leaving their homes for distant hospitalization

or jail. Butte County Sheriff's Office saw transports for involuntary committal reduce by about 50 percent during the first year of the program.

"In many areas of the [United States], the growing demand for mental health services is overwhelming for both the health care system and law enforcement system," said Sheriff Lamphere. "By leveraging telemedicine to work together more effectively, we can meet the needs of people in crisis, safeguard our communities, and ensure law enforcement are supported with the resources and tools they need to serve."

Whether operating in rural or urban areas, law enforcement agencies have the potential to use telemedicine technology as a cost-effective, highly impactful way to defuse tense situations, conserve resources, and improve outcomes for individuals in crisis.

Does your agency have an initiative or project you'd like to see featured? Email us at **EDITOR@THEIACP.ORG**.

RECOMMENDATIONS

The Butte County Sheriff's Office offers the following tips to provide mental health intervention training and strategies within police departments:

- Don't wait to implement. These tools result in a positive change such as a reduction of jail numbers and victimization.
- Don't be skeptical of technology. Many people have grown used to speaking via telephone or conference call and will likely embrace the new technique.
- Don't be afraid of costs. Telemedicine provides a good return on investment by saving money on committals, transportation, and jail population.

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Registration fees must accompany the registration form; payment may be made by check, credit card, or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

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IACP 2022 will have a limited virtual registration open to IACP members only. This registration will allow members not able to travel to the conference to participate in IACP business sessions. The virtual component will include live streams of the General Assemblies with live interpretation into four languages (Arabic, French, Portuguese, and Spanish). Qualified members will be able to take part in official IACP elections. Additionally, all registrants will have access to approximately 50 recorded educational sessions post-conference.

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	Advance Registration *On or before August 31, 2022*	**Online & On-site Registration** *On and after September 1, 2022*
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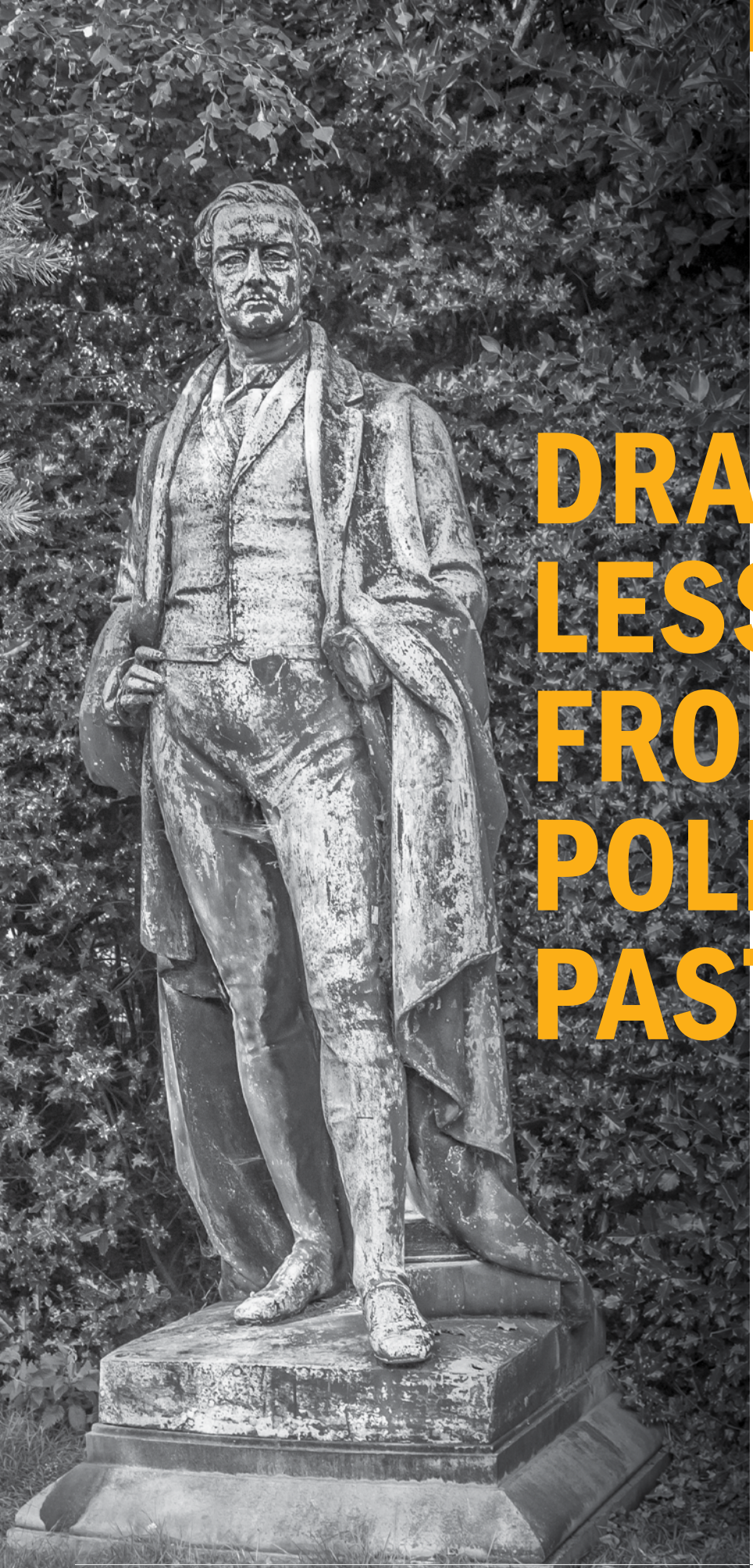
\+ Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city and state will appear on his or her badge. Family members do not receive certificates for workshops

^ 1-Day and 2-Day Pass registration will begin online on September 1, 2022. Each person may register for only ONE 1-Day or 2-Day Pass.

REFUND POLICY

- All cancellations must be made in writing and mailed, faxed (**703-836-4543**), or e-mailed (Attendee: **AnnualConference@theIACP.org**; Exhibitors: **exhibits@theIACP.org**) to the IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund.
- A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before September 21, 2022.
- A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated September 22 to October 7, 2022.
- No refunds will be issued on or after October 8, 2022 for the in-person event. No refunds will be given for no-shows.
- Registration or Annual Banquet tickets may be transferred to another person in your organization by written request to IACP prior to September 21, 2022. After this date all changes must be made at the conference. Additional charges may apply. There are no refunds for Annual Banquet Tickets.



BY
Tom McKay, Principal Instructor, CPTED Professional Training Centre, Ontario, and Rick Arrington, CEO/Founder, Crime Prevention Center for Training and Services, Virginia

DRAWING LESSONS FROM POLICING'S PAST

Reclaiming Relevance and Support in the Post-"George Floyd" Era of Policing

While much has changed in the 199 years since Sir Robert Peel set out to establish the world's first full-time police force, one critical aspect has not—the issue of opposition. In Peel's case, widespread opposition sprang from a concern over the concentration of police power, which delayed the establishment of the first police force for a period of six years. During that time, 17 parliamentary subcommittees were created to address the matter, only to be struck down, before the Metropolitan Police Act of 1829 was eventually passed, debuting the world's first police force built on nine founding principles.

ALMOST 200 YEARS LATER, many of those same concerns have galvanized into a "defund police" movement brought on by a plethora of mostly unrelated circumstances and events that collectively have served to undermine confidence in police on a global scale and, with it, the very foundation upon which the profession is based. In order to regain the trust and, in the process, buttress the resolve to maintain core police funding in the post-George Floyd era of policing, the profession needs to know, understand, and appreciate the lessons that can be drawn from other tumultuous periods in history, beginning with the extended period of opposition at the dawn of policing during Sir Robert Peel's time.

SIR ROBERT PEEL AND HIS NINE PRINCIPLES

Sir Robert Peel is remembered as the father of modern policing and for famously promoting what came to be known as his nine principles, which are revered to this day for their enduring relevance and gravitas. What tends to be forgotten is the context in which they were written, which included quelling a significant amount of resentment and opposition from a highly skeptical public who questioned the very concept of policing and the need for a standing police force.

It should, therefore, come as no surprise that Peel sought to legitimize the new police force by stating that the police would serve the interests of all community members by recruiting officers from the working class and placing an emphasis on crime prevention. He laid the foundation for this legitimacy plan with the development of his nine principles that were issued as "General Instructions" in 1829 to every new police officer in the world's first modern police force.

These principles outlined an approach to policing that historian Charles Reith characterized as unique in history as they were derived from a cooperative relationship with the public, instead of one that was based on fear. This was done to secure and maintain the public's respect for the police in an effort to obtain support and approval for police behavior and actions. This relationship was reflected in what is arguably Peel's most famous principle, which pertained to the relationship he sought to establish between the public and the police: *"The police are the public, and the public are the police."*

This concept was further tempered by the other eight principles, which defined acceptable behavior and self-imposed limits on police power, the most salient of which are principles two, four, and six:

- The ability of the police to perform their duties depends upon public approval of their actions.
- The degree of public cooperation with police diminishes proportionately to the necessity of the use of physical force.
- Police should use physical force only to the extent necessary to ensure compliance with the law or to restore order only after persuasion, advice, and warnings are insufficient.

It was the egregious breach of Peel's fourth principle in front of members of the public during the George Floyd incident that served to ignite and fan long-simmering anti-police tensions along racial lines and, in the process, eventually led to unprecedented demands to defund police globally. While it is fair to say that this breach was inflamed with the aid of 21st century technology (smartphones and videos) that Sir Robert Peel never could have foreseen, it is equally true to say that Peel perceived the potential impact of such a breach when he constructed his "policing by consent" model.

This leads to two questions for the modern era. How do 21st century police reclaim the support and trust of an often anti-police public? What 21st century lessons should be drawn from this early and tumultuous period in police history and the many more that would follow since that time? To

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answer these questions, modern practitioners need to examine other pivotal periods throughout policing history, then use insight gleaned from that examination to determine how to best rebuild the support and trust of a skeptical public.

A COMMUNITY BEGINNING

During the early years of policing, officers walked beats, were connected to community activities, and were known by the community because they came from the community. Automobiles were introduced to policing in about 1900, resulting in quicker police response over a larger geographic area. The advent of two-way radios followed and led to more efficiency, allowing fewer officers to cover the same geographic beat areas and permitting them to respond more quickly to calls. Due to the increased efficiency brought on by the radio and car response, casual interactions between police and community members were diminished. Instead, the police's time was spent responding to the same number of calls as before but with fewer officers.

NO LONGER A PART OF THE COMMUNITY

With the introduction of televised dissemination of news in the 1960s, for the first time, community members across the world saw video of officers doing their jobs. Officers were seen quelling large-scale civil unrest related to the civil rights movement, the Vietnam protests, the drug counterculture, and the sexual revolution. Although the officers were doing what was expected of them and were using the tactics that they found to be effective, a significant segment of the population was seeing police use of force against the public.

This visual, along with the social unrest, led to distrust and even hatred toward law enforcement. The National Advisory Commission on Civil Disorders (United States), formed in July 1967 to investigate the causes of race riots, drafted a report in 1968, informally known as the Kerner Report, which indicated a distrust and hostility between minorities and the police. Officers who were obeying orders, keeping the peace, and arresting violators—which sometimes required the use of force—were villainized. Those ordering the arrests and actions remained anonymous. The police officer became the visual representation of everything people hated about government and, in some cases, was viewed as a symbol of government oppression.

A RETURN TO COMMUNITY CONNECTION

At the local law enforcement level, public relations units were created to share the positive actions of law enforcement. By the 1970s, these units, having largely changed the perceptions of law enforcement, began to seize the opportunity to engage the community in personal responsibility and in assisting in the prevention of crime. Thus, the transition to the modern crime prevention philosophy had begun.

With crime prevention units being widespread in the late 1970s, the Flint, Michigan, Police Department and others fielded foot patrol officers for the first time since the early days of policing. The areas that benefitted from foot patrols experienced much lower fear of crime. In the early 1980s, Herman Goldstein's work in problem-solving introduced a model in which the police and the community collaboratively solved crime problems. Foot patrols were also an important piece in this regard.

The 1982 landmark article in the *Atlantic* by George Wilson and James Kelling, "Broken Windows," identified the influence of social disorder on crime. The culmination of these "new" ways of addressing crime led to the widespread interest and subsequent implementation of so-called community policing. Numerous policing models that included community involvement grew from this starting point, including "Broken Windows Policing," which focused on addressing disorder.

By the 1990s, crime had begun to decrease internationally and remained on that trajectory for well over 20 years. In 1993, Australia's police commissioners laid out a vision for the end of the century that focused on a collaborative approach to policing focused on partnerships, increased community confidence in police, and a reduction in the incidence and fear of crime. In the United States, successes led to the Department of Justice launching the Office of Community Oriented Policing Services in 1994.

Despite the early promise suggested by falling crime rates and the palpable sense that 20th century policing had finally hit its stride, an "independent" video given to a Los Angeles, California, television station on March 3, 1991, portrayed police very differently.

THE RODNEY KING INCIDENT

The Rodney King incident ushered in a new era in police accountability when amateur cameraman George Holliday recorded the incident from his living room in an apartment building and brought it to a local broadcast station. The video showed police repeatedly striking King as he attempted to regain his feet in the aftermath of a short, high-speed pursuit in which King was suspected of driving while intoxicated.

The videotape sparked outrage, as did the acquittal of the officers involved in the incident on charges of police brutality, which culminated in extensive property damage and dozens of deaths as a result of the riots that followed the release of the verdict. This single incident also ushered in the dawn of a new technological era characterized by public access to relatively compact, handheld recording devices.

POLICING COMES OF AGE

A few years after the Rodney King incident, another technologically driven development evolved independently in New York City, when Police Commissioner William Bratton set out to revolutionize the culture of the New York City Police Department with the advent of the CompStat management system in 1994. CompStat, short for "computer comparison statistics," was conceived to compile information on crimes, victims, and other details that enabled precinct officials to spot emerging crime patterns and, as part of the process, allow police to quickly identify trouble spots and causal relationships with the assistance of computer-generated maps. This information was used to initiate a response that vigorously attacked crime, the results of which were reported during semi-weekly meetings designed to increase communication while exerting accountability with respect to meeting consistent crime reduction expectations.

The system was credited with producing a widely publicized and dramatic 27.44 percent decrease in the total crime rate from 1993 to 1995, with the negative impacts associated with due process and community relations being much less recognized or overlooked. Also credited for the crime reduction was the stop-and-frisk strategy that allowed police officers to detain someone for questioning in the street, in public housing projects, or in private buildings at the request of landlords.

This perception would eventually change in response to the spread of stop-and-frisk in New York City during Michael Bloomberg's terms as mayor. Mayor Bloomberg oversaw a dramatic expansion in the use of stop-and-frisk after taking office in 2002, with the number of stops peaking in 2011 with 685,724 stops, representing a seven-fold increase.

The impact that this had was succinctly captured in an article by Ashley Southall and Michael Gold, entitled "Why 'Stop-and-Frisk' Inflamed Black and Hispanic Neighborhoods," that appeared in the *New York Times*, stating, "The temperature in the city at the time was that the police were at war with black and brown people on the streets."

The rise in stop-and-frisk happened during the time of yet another technological advance. This time, it came in the form of camera phones, and eventually, the Apple iPhone in 2007, which was responsible for placing a basic camera phone in the hands of the general public. By 2010, the capabilities of these cameras had grown exponentially as the processing power, memory, and networking required to share images instantly—including videos—was packed into the smartphones. This, coupled with the introduction of Apple's iMessenger service one year later, allowed users to send photos and videos without incurring costs—and share they did.

These active camera users included those motivated by the newly formed Black Lives Matter activist group that grew out of the acquittal of

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"Neighborhood Watch Coordinator" George Zimmerman in the fatal shooting of Trayvon Martin. Camera-equipped phones would also play a role in capturing the death of Eric Garner on video in 2014 when a police chokehold was applied subsequent to his arrest for the sale of untaxed cigarettes. The video included Garner uttering Floyd's now famous "I can't breathe" plea, which eventually led to the federal banning of police chokeholds.

Over time, these devices captured all manner of police-public encounters, many of the most highly publicized involving raw encounters with noncompliant or combative people and the majority of those ending with the explicit and unvarnished use of force. This included the death of Walter Scott in 2015, who was killed in a police shooting following a traffic stop over a broken brake light in South Carolina. Initial media reports echoed police statements that claimed Scott was shot only after taking the officer's stun gun away and threatening to use it and that officers attempted to perform CPR on Scott afterward. But then smartphone footage of the incident appeared showing that was not true. The video revealed that the officer rapidly unloaded his gun into Scott and handcuffed him face down without making any attempt to perform CPR. The story rapidly escalated to national news where significant differences between reality and official police accounts were put on display.

These encounters and others such as "carding" (stopping, questioning, and recording information about individuals) in Ontario, Canada, left indelible impressions on the general public and minority groups, in particular, such encounters were seen as validation of long-held views about racial profiling by police, exacerbating community-police tensions.

POLICING IN THE 21ST CENTURY

In spite of the very real, significant, and lasting collateral damage to community-police relations from the racially charged cocktail of policies and technological developments of the 1990s and early 2000s, including advances in social media platforms, concerted efforts were being made in several countries around the world to advance the policing profession in the early 21st century.

In the United States, in 2015, the *Final Report of the President's Task Force on 21st Century Policing* was released with commendations related to training, community engagement, building trust and legitimacy, and oversight. In the United Kingdom, the Association of Police and Crime Commissioners and the National Police Chief's Council published *Policing Vision 2025*. In this document, the council predicted that, by 2025, the focus of policing will have shifted from enforcement to proactive risk management.

Unfortunately, the full effect of these initiatives would not be felt before the fault lines that were laid bare by the Rodney King video would eventually explode in the summer of 2020 with the George Floyd tragedy. Eerily reminiscent of the Eric Garner incident captured on video six summers earlier, the response to the Floyd incident reached unprecedented levels across a world that found much of its population sidelined or furloughed by a pandemic.

Calls to Defund the Police

The energy and emotion summoned and released by the George Floyd incident found further release in the Defund the Police movement. The Defund the Police movement supports divesting funds from police departments and reinvesting those funds in services, such as youth services, housing, employment, education, health care, and other community resources. Regardless of its motivation, the depth and breadth of this call has not been heard since the days of Sir Robert Peel.

ASSESSING THE LAY OF THE LAND

The policing profession now finds itself on the precipice of a once-in-every-two-hundred-years storm, where the very concept of policing, as presently

incarnated, is being fundamentally challenged. How the profession responds to this unprecedented challenge may very well turn out to be little more than an opening act, lest anyone forget the record debt racked up in response to the pandemic and the tremendous potential for years of financial restraint as the world's monetary printing presses slowed.

In previous hard economic times, 22 percent of police services "had reported cuts to public safety affecting crime prevention and service response times." Unfortunately, these cuts tend to exacerbate the well-documented relationship between economic crises and crime.

Describing a report measuring this relationship, the United Nations Office on Drugs and Crime states,

> *During periods of economic stress, the incidence of robbery may double, and homicide and motor vehicle theft also increase, according to the report. Using data recorded by police in 15 countries on the incidence of robbery, homicide, and car theft, the report focuses on the possible effects of economic stress, in particular during the global financial crisis of 2008–2009. In 8 of 11 countries undergoing economic upheavals, a link between economic factors and crime could be clearly established.*

This relegates the instinct to scale back crime prevention during tough economic times to little more than applying oxygen to a burning fire. In order to successfully navigate what may amount to years of flat or decreasing budgets, the profession must draw from the lessons that history teaches, lest it be doomed to repeat the missteps of the past. This starts with resisting the urge to cut crime prevention programs at the very time that they are most needed. The often-personal approach associated with dispensing crime prevention information not only helps to minimize crime but also portrays police as "everyday people, just doing their jobs, trying to do the best for their community." Eliminating this opportunity for connection risks further alienating the public and reinforcing the perception that the police do not support them, particularly when one considers that Peel proclaimed that "the basic mission for which the police exist is to prevent crime and disorder" in his first and most fundamental principle.

RECLAIMING SUPPORT AND RELEVANCE

When looking over the almost 200-year arc of modern policing history, one constant has remained. That is the inherent skepticism that is bestowed upon the profession by a dubious public. So, it's important to not forget the angst from which the profession was born and to remember that Sir Robert Peel's principles were designed to allay the fears and trepidations of a skeptical public, very similar to the ones that bedevil the field today. And let it not be forgotten that the profession has been seen to have strayed from these principles during what can most certainly be described as a once-in-every-two-hundred-years level of consternation and strife.

The only reliable way to withstand the current scrutiny of the police is to return to the principles upon which the profession was built and laying the groundwork for police services around the world to formally adopt and enshrine these principles, now approaching the bicentennial of their issuance along with the launch of the world's first police force. Unless and until the profession embraces those principles and policies that will reclaim support and relevance in the post-George Floyd era of policing, history is bound to repeat itself.

IACP RESOURCES

- IACP Trust Building Campaign
- National Consensus Policy on Use of Force and Discussion Paper

theIACP.org

- "From Crisis to Community Policing: How Baltimore Is Moving Forward"

policechiefmagazine.org

Cincinnati, Ohio, community members mourn the death of Samuel DuBose, July 2015.

Integrating Police Reform without Sacrificing Community Safety

A Cincinnati, Ohio, Success Story

BY
Robin S. Engel, PhD, Director, Center for Police Research and Policy, University of Cincinnati, Ohio, and James L. Whalen, JD, Director of Public Safety/Chief of Police (Ret.), University of Cincinnati, Ohio

Community members gather on the University of Cincinnati's campus to create a floral arrangement in honor of DuBose.

ON JULY 19, 2015, A CAMPUS POLICE OFFICER FROM THE UNIVERSITY OF CINCINNATI, OHIO, POLICE DIVISION (UCPD) SHOT AND KILLED AN UNARMED BLACK MALE MOTORIST, SAMUEL DUBOSE, WHO HAD BEEN STOPPED FOR A MISSING FRONT LICENSE PLATE ON HIS VEHICLE. This occurred during a U.S.-wide spate of police killings of unarmed black males, as scrutiny continued to mount on police agencies worldwide after the 2014 high-profile police-involved shooting of Michael Brown in Ferguson, Missouri. Former UCPD Officer Raymond Tensing was subsequently charged with murder and tried twice in Hamilton County, Ohio; both trials resulted in hung juries. Of note, when Hamilton County Prosecutor Joe Deters—a long-standing Republican prosecutor widely considered to be pro-police—announced the indictment and murder charge, he also unleashed a tirade stating, "this is the most asinine act I've ever seen a police officer make," and calling the reason for the encounter the result of a "chicken-crap stop," concluding that "this should not happen, ever… I'm treating him like a murderer." The prosecutor further expressed concerns about the UCPD as a law enforcement agency, stating that the Cincinnati Police Department (CPD) should assume jurisdiction over the campus, arguing that "being police officers shouldn't be the role of this university."

Following this and other calls to eliminate the 70+ sworn member police department, the UCPD underwent a series of leadership changes and intensive reform efforts, including voluntary external monitorship. Less than seven years later, on April 22, 2022, Assistant Chief Dudley Smith accepted the Herman Goldstein Award for Excellence in Problem-Oriented Policing on behalf of the UCPD for a sophisticated burglary reduction project. Their efforts resulted in a 30 percent reduction in residential burglaries in the high-crime areas off-campus, and the UCPD received international recognition for being among the most innovative and effective promising agencies.

Some have suggested that current police reform is at odds with crime control—that it is not possible to simultaneously have better and more legitimate policing while maintaining safe communities. Others have raised additional concerns that some current reform efforts risk officers' safety and well-being. A quick scan of the current climate suggests these propositions could be true. Across the United States, communities have experienced significant increases in crime and violence, while the pressure of public scrutiny and forced police reforms has demoralized officers and perhaps increased officers' risk of injuries. In contrast, the concept that a tradeoff between police effectiveness and equity is *not* inevitable was first presented by academics in a largely theoretical piece written for the National Police Foundation's Ideas in American Policing series. They argued that using problem-solving approaches could simultaneously make policing practices effective and efficient at reducing crime while increasing legitimacy and fairness. Later that year, their concept would be directly tested in Cincinnati. The work of the UCPD and the Cincinnati community vividly demonstrates that *a tradeoff between police reform and public safety is not inevitable*. Law enforcement executives do not need to choose. Rather, law enforcement can improve policies and practices that promote fair and equitable policing while increasing safety in the most vulnerable communities. What follows is a description of the conditions in Cincinnati that gave rise to the blueprint for meaningful police reforms designed to improve community and officer safety simultaneously.

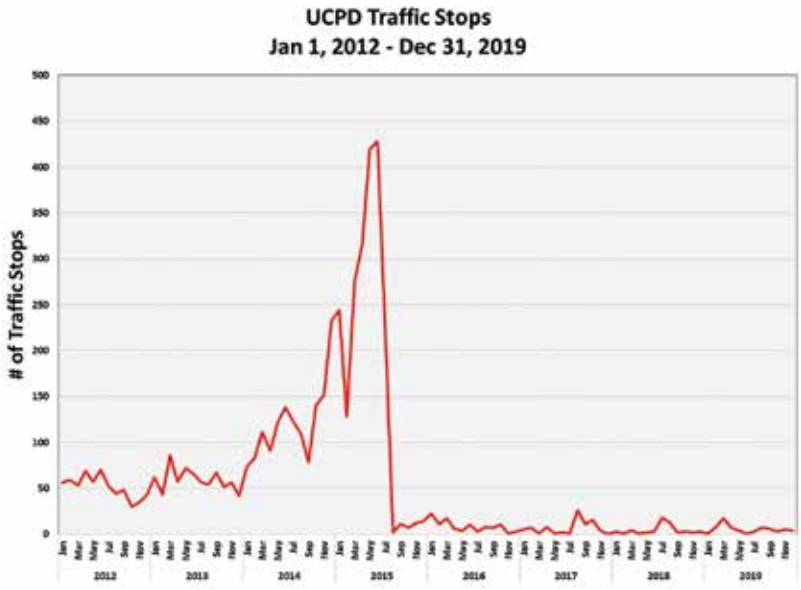
Left: Concerned residents listened to the plan for UCPD police reform as Director of Police-Community Relations S. Gregory Baker (back right) observes.

Right: University of Cincinnati Vice President Bleuzette Marshall works with Cincinnati children to express their grief and pay tribute to Dubose.

SEEMINGLY OVERWHELMING CHALLENGES

Through a pre-existing memorandum of understanding, the UCPD had been allowed for years to patrol and perform police functions in areas outside of their on-campus jurisdiction. The boundaries of their additional patrol area were loosely defined based on the shifting concentration of University of Cincinnati (UC) students living in the neighborhoods around campus. As with many urban universities, on-campus space is at a premium, leading UC officials to acquire property in the surrounding areas to offer additional student housing options. This created some overlapping (or undefined) jurisdictions between the UCPD and the city police. These student-heavy areas also bordered city neighborhoods with some of the highest rates of poverty, crime, and violence. There were also population demographic differences; while only approximately 8 percent of the over 40,000 UC students were black, residents in highly disadvantaged neighboring communities surrounding the campus were predominately black (approximately 90 percent). Major commuter routes surrounding the campus led to increased exposure and interaction between the university students and neighboring community at large. The concentration of students residing in areas adjacent to campus led to what criminal offenders describe as a "target-rich environment," encouraging offenders to travel from other parts of the city to commit burglaries, robberies, thefts from auto, and auto thefts from primarily student victims. This influx of offenders further strained the nearby disadvantaged communities that were already at an increased risk for crime.

FIGURE 1. TRAFFIC STOPS CONDUCTED BY UCPD OFFICERS, 2012–2019.



By 2014, perceptions of increases in violence targeting UC students (specifically armed robberies and aggravated assaults) were elevated as a major concern for UC officials, resulting in additional public safety efforts, including the nearly doubling of the sworn strength of the UCPD. With a cohort of new young officers primed to be crime fighters in the neighborhoods surrounding campus, a newly hired UCPD police chief authorized the use of aggressive traffic stops as the primary crime-fighting tool. As shown in Figure 1, within a matter of months, the number of traffic stops conducted by the UCPD in areas off campus increased by over 400 percent.

The strategy of using campus police to conduct traffic stops to reduce crime came to an abrupt end after the killing of DuBose during one such stop. The Cincinnati City Council immediately passed a resolution that prevented the UCPD from conducting traffic stops off campus. Further, the university was sued by (and settled with) several black motorists who had been stopped by UCPD officers, claiming they had been racially profiled.

In the direct aftermath of the shooting of DuBose, the outlook for the university—and the UCPD, specifically—was bleak. Unaccustomed to the intense scrutiny many law enforcement executives routinely face, UC administrators were quickly overwhelmed by the growing community discontent that manifested as protests, negative publicity that expanded exponentially, abandonment by local political leadership, and increased pressure from donors. Within the UCPD, demoralized officers watched as their integrity was routinely questioned by the very students, faculty, staff, and community members they had served for years.

Simultaneously, the outlook for the Cincinnati community was equally problematic. A life was lost through questionable police actions, and local black community leaders and residents found themselves once more demanding justice. Collective grieving quickly turned to outrage and anger. The realization that the City of Cincinnati had been here before contributed to the unease. In 2001, the killing of an unarmed black male by city police brought three days of civil unrest and, ultimately, federal oversight of the CPD. The only welcome news was that Cincinnati had traveled this road before and knew that improvements to both policing practices and conditions in disadvantaged neighborhoods could be achieved by working together. The key would be replicating the lessons learned over a decade earlier.

Although the "defund the police" movement had not yet occurred, UC officials were publicly encouraged in 2015 to dissolve the UCPD. Ultimately, however, the university's response was to invest in the UCPD. By 2016, the budget for public safety had increased nearly 38 percent to over $11 million as a plan was developed and executed to handle the immediate crisis while laying the groundwork for long-term change. In particular, the meager budget for police training was increased nearly ten-fold. At the onset, the vision for the UCPD was to use evidence-based approaches to inspire meaningful reform while maintaining safety. What follows is an account of the specific steps UCPD took for meaningful police reform.

10 STEPS FOR MEANINGFUL POLICE REFORM

Two core principles guided the reform efforts discussed herein. First, there was an instinctive recognition that the university and its police department had to **own the harm**. Taking responsibility not just for the death of Samuel DuBose but also for the perfect storm of the agency's own making was critical. It required public recognition that years of poor planning, lack of supervision, and failed executive-level oversight directly led to the conditions where poorly trained officers were instructed to use aggressive traffic stops to reduce crime in areas outside their primary jurisdiction. University officials openly acknowledged these conditions and the resulting damage to the community and pledged to implement a comprehensive reform plan to elevate the UCPD and meet industry best practices.

The second underlying principle was an expectation that every reform effort would be **research informed**. When evidence was not readily available regarding the effectiveness of major changes undertaken by the UCPD, it was expected that impact would be measured internally. In short, the UCPD would become a learning organization, and decision-making would be tied directly to research and evidence about what works. Based on these two guiding principles, the following 10 steps for reform were implemented within the UCPD.

1. Consider or make leadership changes.

Successful police reform does not necessarily require new leadership, but it often requires a new way of thinking. Reformers need vision coupled with skills in strategic planning. They must be able to handle daily challenges while simultaneously making progress on larger goals. For the UCPD, it was determined that wholesale leadership change was necessary. The university created a new executive-level position—the vice president for safety and reform—and appointed a police researcher (Dr. Robin Engel) to oversee both short- and long-term reform efforts for the UCPD. Additional strategic hires were made with two new positions: director of public safety and director of police-community relations (James L. Whalen and S. Gregory Baker, respectively). Further staffing modifications were made over time, with multiple changes in the chief and assistant chief positions, along with promotions from within the department to field supervisory and management positions. The emerging leadership team was committed to both police reform and public safety.

2. Identify core stakeholders and constituents; listen to their concerns.

One of the first changes for UC officials was to leave the campus environment and go to the local churches, businesses, community centers, council meetings, and other community gathering places to listen to the concerns of various stakeholders and constituents. Dozens of community forums and gatherings were hosted or attended by university and UCPD leadership. The mere presence of UC officials in the community was a signal of change. Still more important, they listened, answered tough questions, and worked tirelessly to generate support and goodwill. These types of listening sessions—now commonly known as forms of "collective healing"—are becoming more

Left: University of Cincinnati reform team (from left to right) Director S. Gregory Baker, Vice President Robin Engel, and Director James Whalen, take questions during a live press conference announcing findings from the independent report of the shooting incident.

Right: University of Cincinnati faculty, staff, and students invite community residents to campus to discuss UCPD reform efforts.

routine in jurisdictions. Proactively listening to concerns and ideas from those most impacted by police policy and practice is necessary for any successful police reform effort.

3. Create mechanisms for direct community involvement and oversight.

There are many different forms of community oversight of police that have been proposed and implemented, but the evidence regarding their effectiveness is sparse. While a fairly common practice in large agencies, the wide variety of models implemented makes it difficult to systematically measure the effectiveness of community oversight of police agencies. There is no one-size-fits-all approach to providing a community voice in policing; rather, establishing and sustaining the use of community review or advisory boards should be tailored to local needs.

Given the lack of evidence regarding the most effective type and structure for community oversight, a hybrid collaborative approach was adopted by the UCPD. Within three months of the shooting, the Office of Safety and Reform's Community Advisory Council (CAC) was formed. The goal of the CAC was to provide guidance and support the UCPD's goal to become a model for best practices in urban-university policing. Members of the CAC provide oversight to ensure meaningful transformation and sustainability. Representatives included UC students, faculty, staff, and alumni; neighborhood groups; civic, faith, and business leaders; and law enforcement officials. Importantly, by involving community members directly, they became invested in—and advocates for— the work of the UCPD. The CAC has now transitioned into a compliance body that reviews summary information of the internal investigations and complaint review process to ensure compliance with UCPD policies.

4. Participate in comprehensive external reviews to identify areas in need of change.

Obtaining an outside top-to-bottom review of the agency is essential to establish priorities for change and develop a comprehensive reform plan. This can be accomplished in a variety of ways, some more expensive than others. Local efforts by a panel of police executives and academics external to the affected agency are an option. Accreditation resources can be useful, retaining assessors external to the agency to conduct an intensive review. Hiring an entity to manage a top-to-bottom review can be expensive but effective. UC retained such a firm, with a team of renowned experts in all facets of policing, to conduct the review. Over a few months, a detailed report was prepared that functioned as the outline for future changes. The external nature of the review is paramount. No amount of community trust is gained from agency introspection, and the established résumés of an accomplished panel can go far to guide the agency effectively and convince others of the sincerity and competence of the efforts underway.

5. Develop and implement new vision, mission, and core principles to guide reform.

Joining the newly aligned leadership (whether new to the agency or existing personnel) with an established direction is an important early step in successful police reform. The development of the agency's vision, mission, and core principles may seem superfluous to some. Yet the exercise of identifying and codifying these concepts is indispensable; the final product allows officials to declare the direction publicly and make these values integral to the subsequent reform efforts. There is an abundance of resources helpful in crafting vision, mission, and core principle statements. Once finalized, they should be displayed conspicuously around the agency; the value of the subtle everyday reminder to all of exactly what the agency stands for cannot be overemphasized. Beyond visual reminders, these core concepts must be infused in policies and training, reiterated by first-line supervisors, and routinely supported by executives in their words and actions. Involving the community advisory council directly in developing UCPD's vision, mission, and core principles further solidified

FIGURE 2. UCPD CORE UNDERLYING PRINCIPLES.

UCPD Core Principles

1. Transparency
2. Legitimacy
3. **Fairness**
4. Collaboration
5. Innovation
6. **Accountability**

these concepts and paid dividends down the road in the form of improved perceptions of agency legitimacy by both officers and community members.

6. Conduct a comprehensive review of policies, procedures, and training.

Policies, training, and supervision are the foundation of all police practices. Yet, for many small and midsize agencies, there is no single individual or unit responsible for routinely updating policies. Further changes to policies often come without adequate training. For the UCPD, over 150 agency policies and procedures were reviewed and modified over the three-year reform period; this critical work was coordinated by a civilian employee (retired officer) who specializes in policy and training. During a crisis or at the outset of a reform effort, a comprehensive review of all agency policies may seem like a monumental task, but diligent attention to policy, competent training, and testing of all policies is critical. Further, ensuring that effective supervision holds officers accountable to policies must become a priority. The foundation established in following this route will serve the agency well, and this foundation becomes easier to maintain after the crisis is over and the routine business of policing resumes.

7. Invest in officers and professional staff.

Often overlooked in police reform efforts are the very individuals expected to change their practices and public interactions. Making sure sworn officers and professional staff are supported—financially, mentally, and emotionally—must be a defining element of reform efforts. Investing in police personnel requires a deep dive into officer safety and wellness resources. Even the facilities and equipment that officers occupy and use every day must act as a signal to employees of the value placed in their work. All UCPD personnel received significant wage increases. Basic equipment was deemed sufficient, but emergency equipment (helmets, gas masks, crowd control barricades, etc.) was lacking, and the department's training was woefully inadequate. It became easier to gain voluntary acceptance of reform efforts by the officers when they saw firsthand the investments made in their everyday working conditions and to them personally and professionally. This is why defunding the police is literally the antithesis of effective police reform.

8. Develop diverse and inclusive recruitment and retention plans.

While now routinely recognized as a U.S.-wide crisis in policing, officer recruitment and retention in 2015 was less frequently discussed, with documentation of evidence-based practices for minority recruitment and retention particularly rare. In the absence of evidence, the UCPD placed its newly developed vision, mission, and core principles at the heart of its comprehensive recruitment plan, developing several strategies to ensure that potential applicants were highly qualified, diverse, and a good fit for the UCPD. A professional recruitment video was created after identifying a list of key

Judge Andrew John West (center left) chairs the Community Advisory Committee's monthly meeting, attended by undergraduate study body president Sinna Habteselassie (left), Dr. Robin Engel (center right), and UCPD Chief Maris Herold (right).

ideas and concepts that the UCPD wanted to communicate to viewers. Recruitment efforts included partnerships with various university departments, neighborhood groups, the faith community, and community organizations and extensive and creative advertising. UCPD collected data at every step, test, and exclusion point in the hiring process, including data on those who voluntarily drop out of the process, as well actual hires and feedback from new hires, to continuously improve the hiring process. Overall, the recruitment and selection process was very successful in meeting the identified objectives and goals, with 67 percent of the newly hired recruits representing members of diverse groups.

9. Voluntarily work with an external monitor.

While most police executives would rightfully be concerned about mandated external monitoring, the UCPD embraced a different approach. Rather than wait for a potential Department of Justice review and resulting federal oversight, the UCPD commissioned its own external review. After determining the scope of work desired, a competitive selection process (inclusive of the community advisory group) allowed better control of the process for external oversight. The group of selected experts was able to bring external expertise to the agency while working in collaboration with UCPD executives to make the changes that all parties agreed were needed.

The key to *voluntary* monitorship is selecting a monitoring entity that will help the agency achieve its goals. Too often, there are fractured relationships between agencies and monitors, and the agency has little recourse if the monitor is court appointed. Further, some agencies struggle under monitorship with constantly moving goalposts. A voluntary monitor serves at the pleasure of the appointing authority; in UC's case, this was the Office of the Vice President for Safety and Reform. In a municipal setting, it may be the elected mayor, council, or city manager. Although monitors are charged with holding the agency accountable for achieving stated goals, they are also responsible for collaborating *with* the agency to achieve compliance. The recommended changes—and methods for determining compliance—are predetermined in a negotiated, collaborative manner. This also provides an opportunity for police executives to use the monitorship to leverage and obtain the resources necessary to meet

FIGURE 3. REDUCTIONS IN PART I PROPERTY CRIME, 2013–2019.

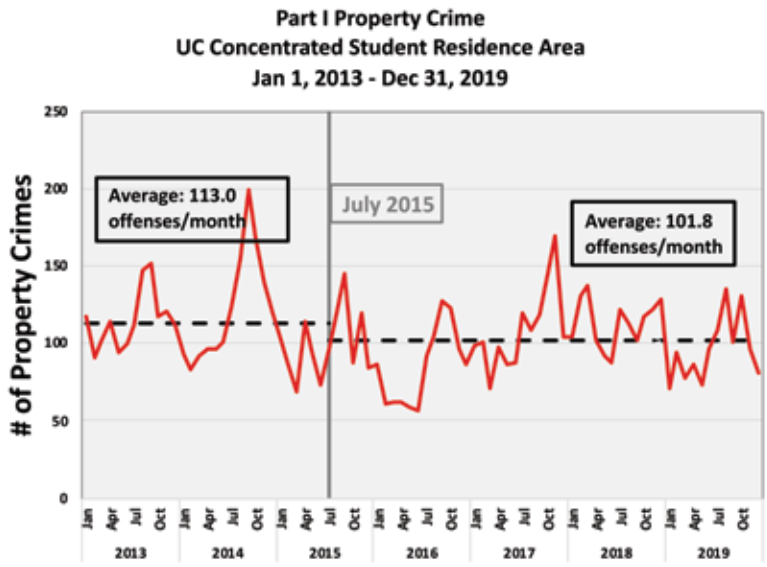
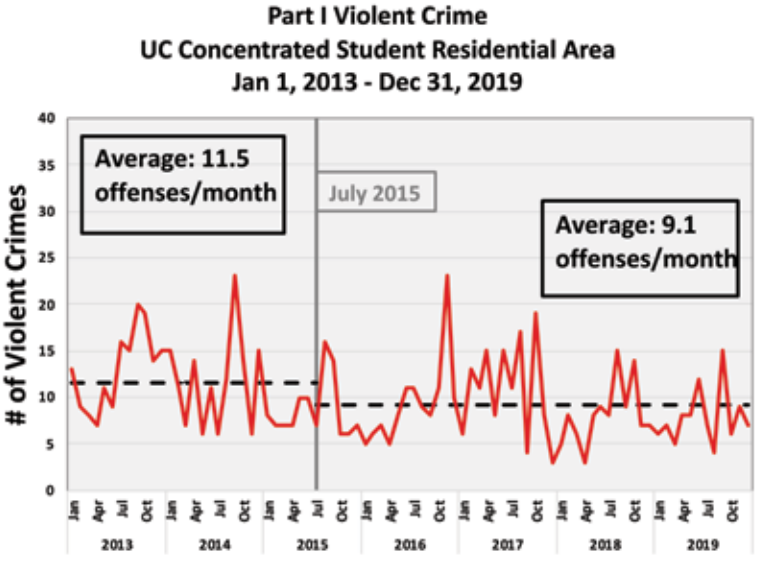


FIGURE 4. REDUCTIONS IN PART I VIOLENT CRIME, 2013–2019.



compliance. In this way, all are properly motivated to work together and make progress.

10. Develop and implement a plan for sustainability.

This is perhaps the most challenging—and most important—step toward cultural change. Unfortunately, most intensive efforts, regardless of how successful they are, are difficult to maintain. Other emerging priorities take precedent, and quickly the rigor associated with initial police reform efforts can take a backseat to the next crisis. Here, the underlying core principles of being research informed and creating a learning institution are essential. As personnel individually and collectively look to research to guide decision-making and routinely test their efforts, a feedback loop is naturally created, providing greater opportunities to continually advance policing practices.

POLICE REFORM, CRIME REDUCTIONS, AND OFFICER SAFETY

The UCPD engaged in intensive reform efforts for approximately three years after a high-profile critical incident brought the agency to its breaking point. Seven years later, the benefits of these efforts—including fair and equitable policing practices that enhance public safety—continue. Community perceptions regarding the UCPD have dramatically improved. And as shown in Figures 3 and 4, while the UCPD was engaged in systematic, comprehensive police reform, both violent and property crime in patrol areas surrounding the university decreased. These reductions in crime were often beyond those experienced in other high-risk Cincinnati neighborhoods. In the first year of reform efforts alone, violent crime was

IACP RESOURCES

- Community Engagement and Dialogue

theIACP.org

- "Building Understanding and Trust: Recommendations to Improve Community-Police Interactions"
- "The Move Toward More Equitable Policing in America"

policechiefmagazine.org

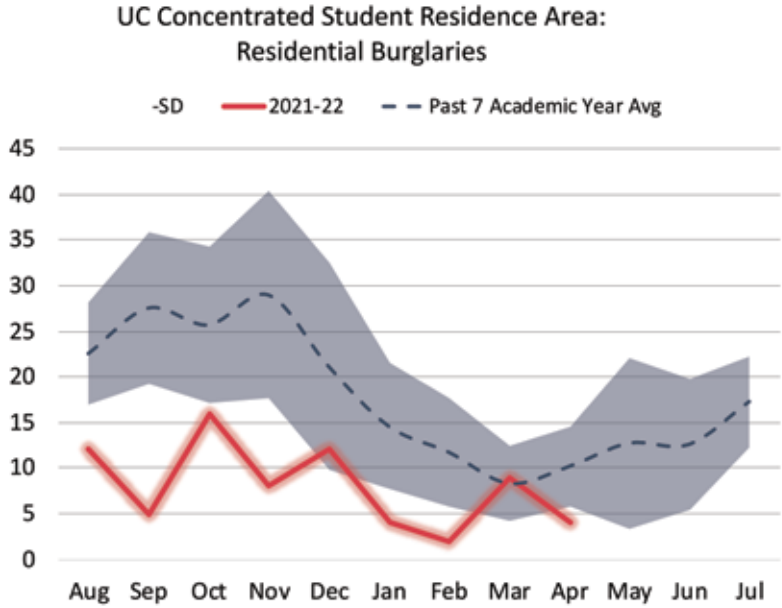
reduced by 14 percent and property crime by 29 percent, with a simultaneous 69 percent reduction in UCPD arrests and 95 percent reduction in citations. Rather than continuing to generate large numbers of arrests and citations that alienated the community, the UCPD engaged in highly focused, evidence-based problem-solving strategies to enhance public safety. These strategies were not only more effective, but they were also less invasive and perceived by the community as more legitimate. Using alternative crime reduction approaches also further reduced potentially problematic encounters, thereby reducing the risk of officer and community member injuries.

The Goldstein award–winning, problem-oriented policing burglary reduction initiative is an excellent example of how innovation in UCPD policing, grounded in reform efforts, can be sustained. After implementing a comprehensive, evidence-based plan to curtail residential burglaries in the hot spot areas surrounding the campus, significant reductions that outpaced all other neighborhoods in Cincinnati were reported (see Figure 5).

Becoming a research-based agency also increases officer safety. When changes were made to the UCPD use-of-force policy and training in 2016, research was unavailable regarding the effectiveness of de-escalation training. The UCPD changed that by being the first agency in the United States to pilot test survey instruments designed to measure the impact of Integrating Communications, Assessment and Tactics (ICAT) training developed by the Police Executive Research Forum. This initial research found that officers' attitudes and perceptions regarding use of force changed after receiving the training and continued to have an impact four to six months later. This work became the basis for a larger randomized control trial (RCT) study conducted with the Louisville, Kentucky, Metro Police Department, which demonstrated ICAT training was associated with a significant reduction in police use of force (-28 percent), community member injuries (-26 percent), and officer injuries (-36 percent).

Can police agencies undergoing significant reform efforts—including extensive changes to policies, training, and supervision—still promote safety for both officers and the community? Based on experiences in Cincinnati, the answer is clearly "*yes*." When police reform efforts are research informed, a tradeoff that sacrifices community safety is not inevitable. Rather, the Cincinnati experience shows that community *and* officer safety is actually improved through carefully implemented reforms to policy, training, and supervision.

FIGURE 5. BURGLARY REDUCTIONS FOLLOWING UCPD PROBLEM-SOLVING INITIATIVE COMPARED TO 7-YEAR AVERAGE.



UCPD Officer Kevin Ellison interacts with a local youth during the Peace Bowl (youth football tournament), sponsored by University of Cincinnati.

BETTER DATA FOR EVOLVING CRIME TRENDS

2012–2022 NIBRS Transition

BY
Andrea Gardner, NCS-X Program Manager, Bureau of Justice Statistics; Mark Pope, Director, Policing Research Program, RTI International; and Erica L. Smith, Unit Chief, Bureau of Justice Statistics

FOR 90 YEARS, THE PRIMARY SOURCE OF INFORMATION ON CRIMES RECORDED BY U.S. LAW ENFORCEMENT WAS THE SUMMARY REPORTING SYSTEM (SRS) OF THE FBI'S UNIFORM CRIME REPORTING (UCR) PROGRAM. A central strength of the SRS was its participation rate: nearly all law enforcement agencies in the United States submitted data annually. However, the SRS did not collect basic information on the circumstances surrounding crime incidents, such as details on victims, offenders, and other incident characteristics. Recognizing the need for detailed data to address the changing complexities of crime over time, the Bureau of Justice Statistics (BJS), the principal statistical agency in the U.S. Department of Justice, collaborated with the FBI on the *Blueprint for the Future of the Uniform Crime Reporting Program*. This was the springboard from which the FBI's National Incident-Based Reporting System (NIBRS) launched in the late 1980s.

Like the SRS, NIBRS enables crime data to be standardized and compared across agencies and states. Unlike the SRS, NIBRS captures detailed information on each crime incident—and each offense that occurred during the incident—that law enforcement reports to the FBI. That includes a broader set of offenses that more accurately reflect the nature of crime in communities, including victim demographics, known offender demographics, relationships between victims and offenders, arrestee information,

and property or drugs seized during an incident. NIBRS also has added data quality and consistency checks to improve the data being collected. NIBRS makes it possible for U.S. crime statistics to move beyond the SRS's basic offense counts, as well as enabling agencies to develop strategic and pragmatic evidence-based crime interventions.

Despite its benefits, law enforcement's adoption of NIBRS was historically slow and uneven across the United States, particularly among large police agencies. The most common reason for this has been a lack of funding or staff to update the agency's records management system (RMS) to be NIBRS compliant. In 2012, about 25 years after its launch, a total of 32 state UCR Programs were certified to collect and report NIBRS data from their local law enforcement agencies. Of these, 15 states gathered NIBRS-compliant data from all their agencies, and 17 gathered a mix of NIBRS data and SRS data. As a result, about a third (6,100) of the roughly 18,000 UCR-eligible police agencies were reporting crime data to the system in 2012, which covered about 30 percent of the U.S. population. The distribution of NIBRS reporters, combined with low coverage rates, precluded NIBRS from serving as the U.S. national standard for measuring crime.

NEW APPROACHES, NEW COLLABORATIONS

BJS funded the National Crime Statistics Exchange (NCS-X) Initiative in late 2012 to study whether it was feasible to produce U.S.-wide estimates of reported crime that included offense details and characteristics. NIBRS captured the crime elements needed to make those estimates; however, the challenge was in getting NIBRS data to be national in scope. Initial efforts showed that NIBRS data could be used to generate national estimates of reported crime using a sample-based strategy for expanding the number of reporting agencies. BJS identified a scientifically selected set of 400 additional law enforcement agencies (NCS-X agencies) to recruit for the NIBRS transition.

In 2013, BJS and the FBI partnered to implement NCS-X, which had two main goals: (1) expanding NIBRS coverage to include the 400 NCS-X agencies and (2) developing the statistical methodology to describe the details and context of crime across the United States. This partnership leveraged the FBI's existing NIBRS program infrastructure, allowing BJS and the FBI to promote NIBRS data collection among state UCR Programs and recruit the sample of 400 NCS-X agencies needed to generate national estimates of crime, including all the United States' largest jurisdictions not yet reporting to NIBRS.

BJS and the FBI created a steering committee to guide the NCS-X recruitment and estimation efforts. The agencies also provided financial support to state and local agencies to ensure they had the resources needed to transition to NIBRS-compliant, incident-based reporting. NCS-X funds are governed through a memorandum of agreement

between BJS and the FBI, with BJS overseeing the funds' distribution and providing the technical assistance required to transition to NIBRS.

Importantly, the NIBRS transition earned support from the law enforcement community, including the International Association of Chiefs of Police (IACP), the Major Cities Chiefs Association, the National Sheriffs' Association, and the Major County Sheriffs' Association. With the NCS-X Initiative underway, the FBI announced in 2015 that NIBRS would replace the SRS as the U.S. national standard for data on reported crime starting January 1, 2021. This meant the FBI would no longer accept SRS data and propelled the transition to NIBRS, which dramatically increased state and local agencies' need for NCS-X funds and technical assistance.

To aid the transition, BJS established the NCS-X Implementation Team (NCS-X Team). The NCS-X Team consisted of BJS and the FBI, as well as a team of contractors with expertise in law enforcement administration and operations, implementation of technical solutions for public safety organizations, and data management and analysis. The contract team was led by RTI International and included the Integrated Justice Information Systems Institute, SEARCH – the National Consortium for Justice Information and Statistics, the IACP, the Police Executive Research Forum, and the Association of State Uniform Crime Reporting Programs. The NCS-X Team worked directly with state UCR Program managers to expand state-level capacity to accept and transmit NIBRS data and to ensure local agencies' submissions complied with state specifications.

The NCS-X Team assisted NCS-X agencies by assessing their NIBRS readiness, examining agency barriers to the transition, and developing agency-specific plans for transitioning to NIBRS. The team also facilitated ongoing dialogue between law enforcement agencies, state UCR Programs, the law enforcement technology industry, and other key stakeholders to ensure that all voices were heard and a consistent message about the transition was communicated. The NCS-X Team produced resources and other materials for state UCR Programs and for state and local law enforcement agencies to support expanded NIBRS reporting and analysis.

EXPANDING NIBRS

The transition to NIBRS required substantial changes in organizational cultures, business processes, and technical capabilities within law enforcement agencies. Although many of them were already collecting incident-level details for tactical and operational purposes—including victim and offender demographics and relationships, the location of the incident, weapon use, and more—these data were not standardized across agencies or shared for statistical purposes.

The NCS-X Team began reaching out to agencies in late 2013 to familiarize them with the initiative and learn about their operations and incident-based reporting capabilities. The team was tasked with identifying low-cost, efficient, and minimally burdensome ways for state and local agencies to adapt their data repositories and RMS to comply with state and federal incident-based reporting standards. BJS and the FBI prioritized engagement with the law enforcement community, professional organizations, and RMS service providers during the NCS-X Initiative to gather the support needed for its success. Outreach focused on recruiting state and local agencies for the NIBRS transition, identifying transition barriers, developing incentives and resources to encourage agency participation, and generating cost and feasibility guidelines for transitioning.

To promote NIBRS among the largest U.S. law enforcement agencies, the NCS-X Team completed on-site readiness assessments and did pilot studies with the Chicago, Illinois; Dallas, Texas; and Montgomery County, Maryland, police departments. The team closely examined each agency's ability to collect NIBRS-compliant data and identified their anticipated transition costs. Readiness assessments also examined agency technical capabilities by reviewing RMS data elements, system architecture edit checks, and data extraction, as well as business processes and workflows. Findings were summarized in a report to each agency. While on-site, the NCS-X Team briefed the agency's leadership about the assessment and the proposed transition plans. Ultimately, more than 70 in-person assessments were conducted for agencies through the NCS-X Initiative. In addition, the NCS-X Team conducted virtual assessments for agencies applying for NIBRS transition funds that were unable to schedule in-person sessions.

In 2017, the transition to NIBRS was promoted through a series of FBI-hosted three-day regional trainings. These trainings, titled NIBRS A to Z, were held in five regions across the United States, with hundreds of law enforcement officials attending each training. The sessions covered a wide range of NIBRS-related topics, including NIBRS data coding for officers and records management staff, a step-by-step guide for estimating the costs of transitioning, tips for developing training plans, compliance with CJIS security policy, and UCR quality assurance and audit procedures.

FUNDING & TECHNICAL ASSISTANCE

With the FBI's support, BJS made grants to 126 state UCR Programs and local law enforcement agencies to help pay for costs associated with reporting NIBRS-compliant crime data. Eligible uses of funds included upgrading software, hardware, and equipment to directly support or enhance an agency's technical capacity for collecting and processing data and submitting those data to the state UCR Program or to the FBI. Agencies were also able to use funds for contract support to get technical assistance for critical agency personnel on how to collect, input, and process incident-based data. Applications for funding were peer-reviewed by BJS and the FBI. Awards were administered by BJS through cooperative agreements that allowed the NCS-X Team to work closely with and guide award recipients. From fiscal year (FY) 2015 to FY 2021, more than $120 million was awarded to help states and local agencies with their NIBRS transitions.

Support for State Programs

In total, 33 state UCR Programs received NCS-X funds to help with the states' NIBRS transition efforts. Many states had to first develop the incident-based reporting standards that would govern local agency data submissions, then incorporate those standards into a NIBRS-compliant data repository. They also needed to ensure that the transition of local agency data complied with state crime data standards. To that end, the NCS-X Team helped states develop transition communications plans that clearly specified the state data requirements and processes for submitting data to the state crime data repository.

The NCS-X Team also collaborated with State Administering Agencies, which are agencies responsible for distributing funds from Department of Justice grants in their state. These agencies applied for NCS-X funds on behalf of eligible law enforcement agencies and "passed" funds through to them via subawards. This type of award process streamlined oversight of transitions across agencies with the same RMS vendor, resulting in reduced technical costs and time saved for participating agencies. BJS was able to make a small number of awards this way, which helped more than 100 NCS-X agencies transition to NIBRS.

Further, the NCS-X Team promoted and funded several rapid deployment strategies to facilitate statewide transitions to NIBRS. This entailed states and RMS service providers working together to make RMS software compliant with the state-specific incident-based reporting standards, with the agreement that the RMS service providers would then deliver the software to their law enforcement agency clients throughout the state.

Support for Local Law Enforcement Agencies

NCS-X made 96 direct awards to local law enforcement agencies from FY 2016 to FY 2019. With expertise in law enforcement operations, technology implementation, data-sharing standards, and data analytics, the NCS-X Team also helped local agencies plan their transitions and coordinate with RMS providers and state UCR Programs to ensure state and federal incident-based reporting standards were met. Additionally, the team shared successful practices for training people on incident-based reporting and deploying new RMS software, which proved critical for the many local agencies that needed such assistance during the COVID-19 pandemic.

This collaborative work led to a strong network in which knowledge and advice were shared among the NCS-X Team, agencies that had already transitioned to NIBRS, and agencies in the process of transitioning. BJS and the FBI also regularly sought input from state and local agencies to understand emerging needs and community concerns. This included BJS's 2019 workshop The Nation's Move to NIBRS: Formulating the Future of Crime Data in Policing, which included police practitioners, researchers, and crime and data analysts among its participants. They discussed ways to leverage NIBRS data to improve policing, community trust, and more.

The NCS-X Team also produced technical resources for agencies to use, including outreach materials to build support for their NIBRS transitions, technical documents on how to transition to NIBRS and use NIBRS data, and data and technology tools for agencies and RMS service providers. Examples of online resources include "Talking About NIBRS: Messaging About Crime Data to Stakeholders," "Using NIBRS to Reduce Crime," and "Will NIBRS Reporting Increase Crime Statistics?" In addition, the NCS-X Team produced a series of videos about the benefits

of NIBRS, including "Enabling Operational Advantages," "Informing Tactical Responses," and "Managing Change."

NCS-X Team member SEARCH also created a set of online tools to help state UCR Programs, agencies, and RMS providers test data while transitioning to NIBRS. These tools allow states and agencies to test NIBRS records for submission or validation errors, so their data meet NIBRS certification requirements. The tools can also convert NIBRS data to SRS data, allowing agencies and states to compare their NIBRS data to their own agencies' historical SRS-based crime counts. Moving forward, the FBI has also indicated it will support agencies and states in their efforts to convert NIBRS to SRS data, to allow the continued trending of the SRS crime counts over time.

NIBRS SUCCESSES

In recent years, there have been substantial gains in NIBRS coverage, both in the number of local agencies (e.g., police departments, sheriffs' offices, tribal law enforcement, and special jurisdiction agencies) that contribute data and in the share of U.S. residents they serve. Leadership at the state level has been critical to the NIBRS transition. As of June 2022, all 50 state UCR Programs were certified by the FBI to report NIBRS data (see Table 1).

The expanded capacity of states to accept and transmit NIBRS data has paved the way for local agencies to adopt incident-based reporting practices. The number of law enforcement agencies reporting NIBRS data doubled between 2012 and 2022, from about 6,100 to 12,500 agencies (see Table 2). As a result, two-thirds (66 percent) of U.S. residents reside in jurisdictions served by NIBRS participants, up from about 30 percent in 2012.

Agency Coverage

More than half (28) of state UCR Programs accepted NIBRS-compliant data from at least 90 percent of their local agencies by the end of 2021, with 15 of those programs achieving 100 percent reporting (see Map 1). Agencies of all types and sizes have transitioned to NIBRS in recent years, with notable gains seen across large law enforcement agencies (those employing 750 or more full-time sworn officers) and tribal agencies. Among the United States' 115 large law enforcement agencies, NIBRS reporting increased from 27 agencies in 2017 to 62 agencies in 2021. Using the FBI's web-based NIBRS Collection Application, transitions to incident-based reporting also increased significantly in tribal jurisdictions, where 87 percent of the 207 tribal agencies reported NIBRS data in 2021 compared to 10 percent in 2017.

Population Coverage

Nearly half of states (24) had 100 percent of their residents covered by NIBRS participating agencies by the end of 2021 (see Map 2). The majority of states (37) had NIBRS-compliant crime data for 75 percent or more of their residents. The largest gaps in population coverage are found in the two states that

TABLE 1. STATE UCR PROGRAMS BY YEAR OF NIBRS CERTIFICATION

NIBRS Certification Year	State UCR Program
2022	California, Florida
2021	Alaska, Illinois, Maryland, New Jersey, New Mexico
2020	Alabama, Mississippi, Nevada, New York
2019	Hawaii, North Carolina
2018	Georgia, Wyoming
Prior to 2018	Arizona, Arkansas, Colorado, Connecticut, Delaware, Idaho, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, New Hampshire, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin

were certified to report NIBRS data in early 2022—California and Florida. Additionally, population coverage is less than 20 percent in New York (19 percent) and Pennsylvania (17 percent).

The substantial increase in NIBRS population coverage was driven by the number of large jurisdictions that transitioned. In June 2022, 62 cities with a population of 250,000 or more residents were served by a NIBRS-certified agency, covering about 37.4 million people in total (see Map 3). In comparison, 18 cities with 250,000 or more residents were served by a NIBRS-certified agency in 2012, which covered about 9.4 million people.

Nine of the largest law enforcement jurisdictions in the United States, serving more than 19.7 million residents, have yet to transition to NIBRS. Those nine jurisdictions are Los Angeles, Los Angeles County, and San Jose in California; Miami-Dade County, Hillsborough County, and Orange County in Florida; and New York City, Nassau County, and Suffolk County in New York. The NCS-X Team continues to work with these and other law enforcement agencies to improve NIBRS coverage.

MORE DETAILED CRIME ESTIMATES

Generating U.S.-wide estimates of crime based on NIBRS data was bolstered by the large number of successful transitions across the states and among local agencies. With the influx of new reporting agencies, crime estimates can be based on data provided from all NIBRS reporting agencies, rather than relying primarily on the more limited subset of 400 NCS-X agencies. The statistical methodology developed by BJS and the FBI is designed to

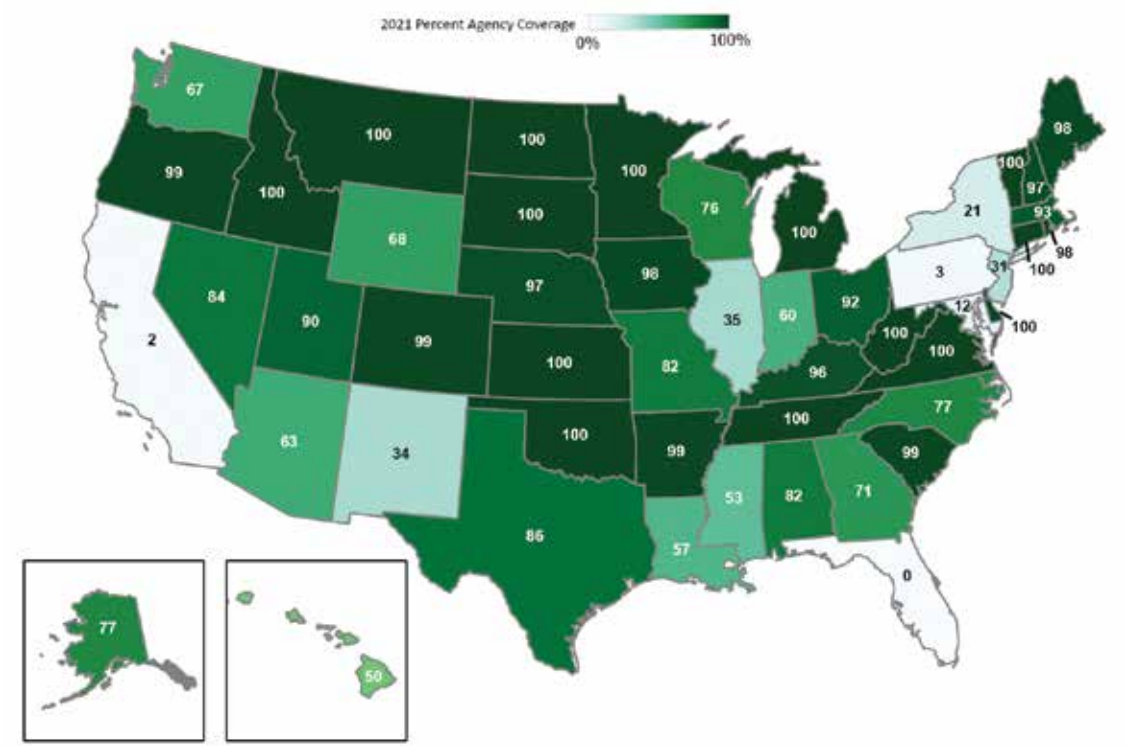
- *Estimate for non-reporting agencies*—agencies that did not report to NIBRS at all and agencies that reported some data but not for the entire year
- *Account for missing or unknown information within a reported incident (where appropriate)*—incident information that was not reported or that was categorized as "unknown"
- *Express statistical measures of confidence in each estimate*—a measure of how well the estimated value of an indicator represents the population value
- *Assess the reliability of estimates*—when uncertainty in an estimate is deemed too high, the estimate may be withheld from publication

> **"Two-thirds (66 percent) of U.S. residents reside in jurisdictions served by NIBRS participants."**

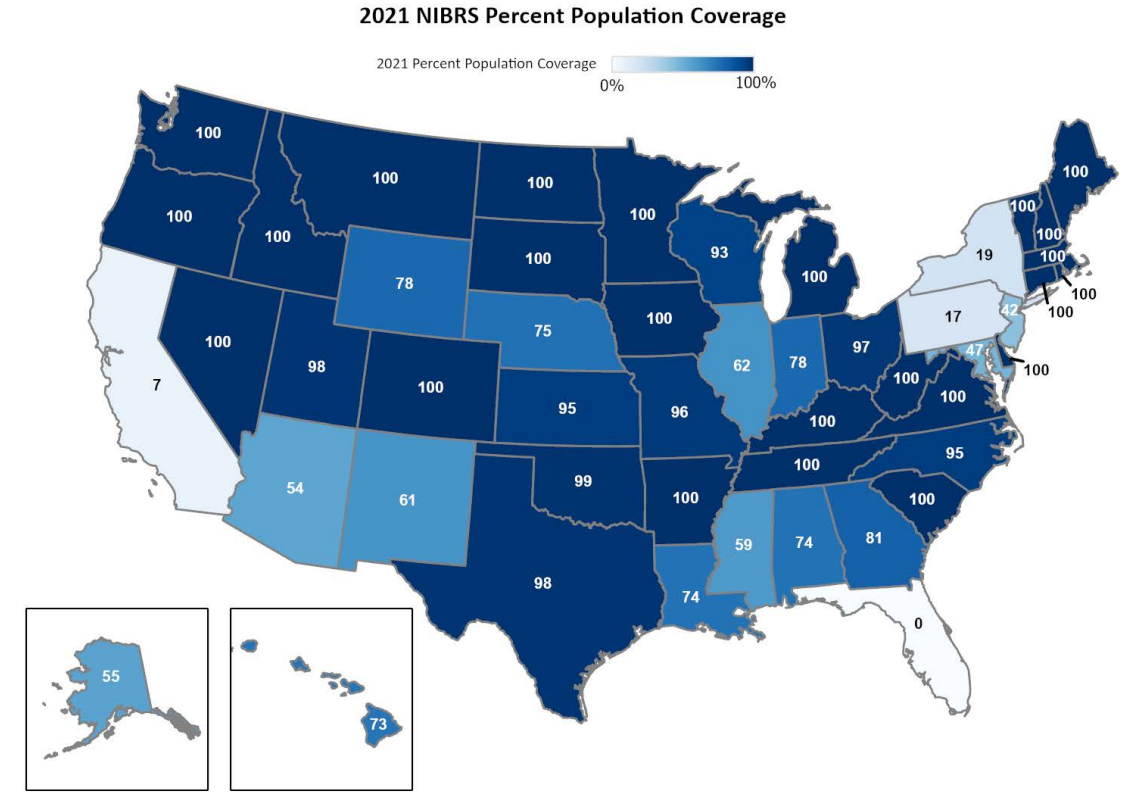
TABLE 2. NIBRS IMPLEMENTATION IN 2012 AND AS OF JUNE 2022

In 2012	As of June 2022
6,115 agencies certified for NIBRS	Approximately 12,500 agencies certified for NIBRS
32 states certified for NIBRS	50 states certified for NIBRS
30% of the U.S. population covered by NIBRS	66% of the U.S. population covered by NIBRS
18 NIBRS-certified agencies serving cities with a population of 250,000 or more, covering a total population of 9,407,350	62 NIBRS-certified agencies serving cities with a population of 250,000 or more, covering a total population of 37,351,619

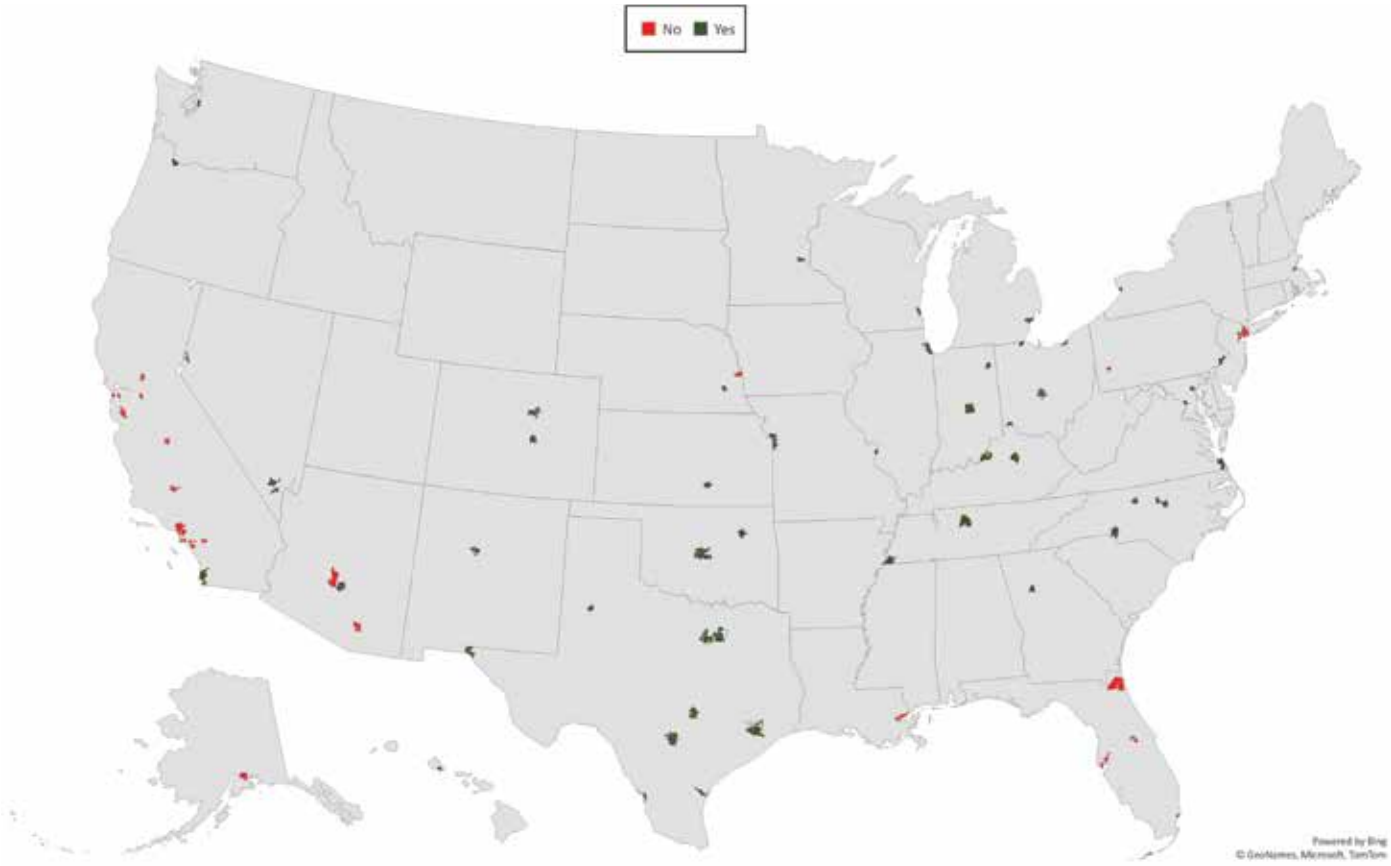
MAP 1: 2021 NIBRS AGENCY COVERAGE



MAP 2: 2021 NIBRS POPULATION COVERAGE



MAP 3. NIBRS STATUS OF U.S. CITIES WITH A POPULATION OF 250,000 OR MORE PERSONS



When the FBI publishes crime statistics for 2021, those statistics will be based solely on data submitted by state and local law enforcement agencies to NIBRS. Regardless of changes to the statistical methodology or the underlying data source, the 2021 crime estimates will continue to serve as a reliable and accurate source of information about crime known to U.S. law enforcement.

THE ROAD AHEAD

Going forward, the NCS-X Team will prioritize efforts to transition large agencies and agencies in states with low rates of NIBRS population coverage. Additionally, BJS and the FBI plan to publish more details on transitioning to NIBRS, the key crime indicators being measured, and the methodology for making U.S.-wide crime estimates.

The FBI will also issue the first release of NIBRS-based findings on crime. The first release will cover 2021 and include details on victim characteristics and injuries; victim-offender relationships; weapon use during crimes; crime location and time of day; and incidents involving multiple offenses, victims, or offenders. More tips and tools to support persons, agencies, and organizations interested in using NIBRS data are in the pipeline, too.

There has been solid progress on getting NIBRS to where it will provide nuanced, nationally representative U.S. crime statistics. BJS and the FBI will continue efforts to improve and enhance NIBRS to provide law enforcement, policy makers, and the public with the information necessary to support crime reduction and public safety initiatives and interventions.

IACP RESOURCES

- National Crime Statistics Exchange (NCS-X)
- Using NIBRS Data to Reduce Crime

theIACP.org

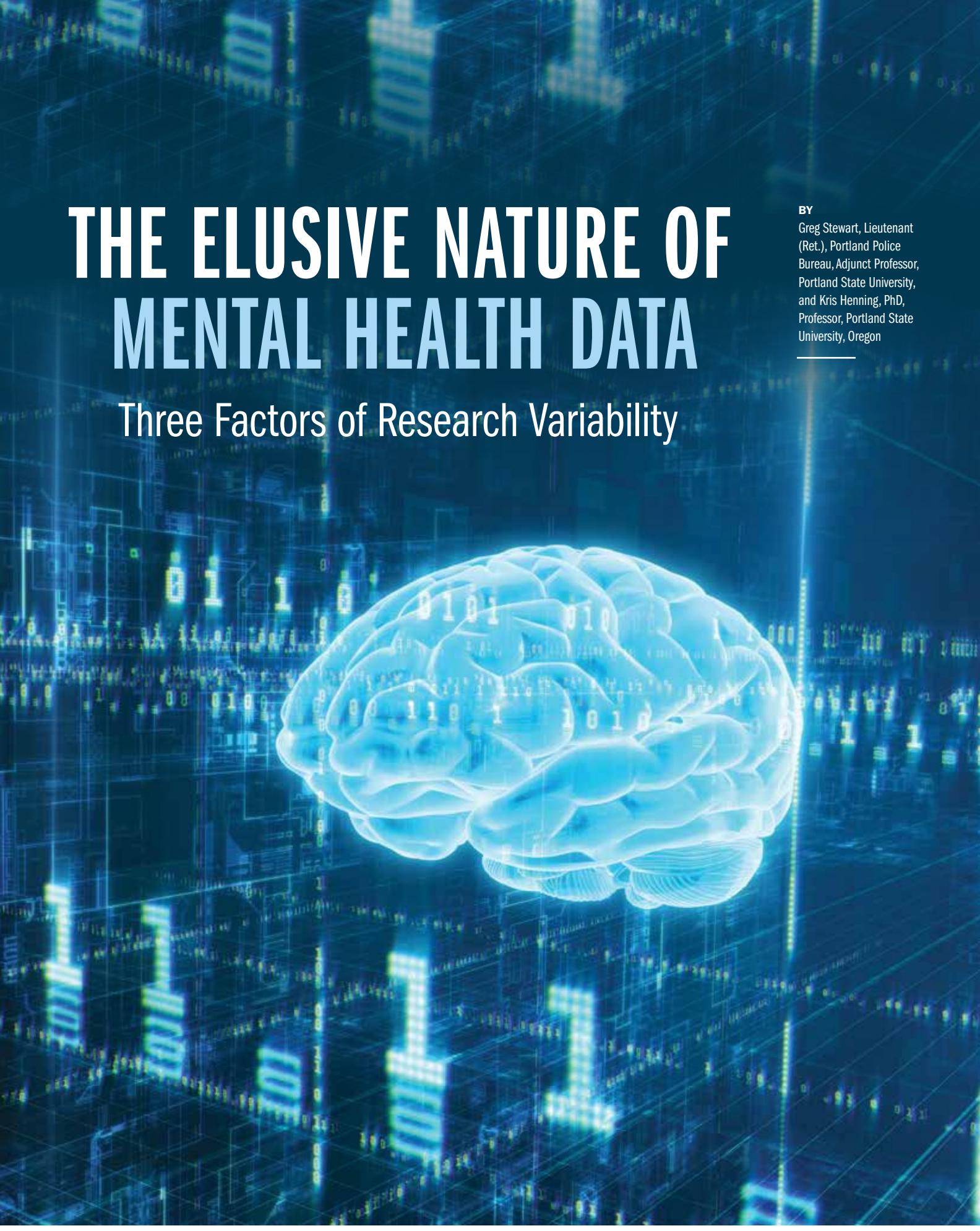
- "Leveraging NIBRS to Better Understand Sexual Violence"

policechiefmagazine.org

THE ELUSIVE NATURE OF MENTAL HEALTH DATA

Three Factors of Research Variability

BY
Greg Stewart, Lieutenant (Ret.), Portland Police Bureau, Adjunct Professor, Portland State University, and Kris Henning, PhD, Professor, Portland State University, Oregon



Three colleagues—a criminologist, a crime analyst, and a cop—meet at a bar to discuss a recent proposal in city council that would reallocate a large portion of the police department's budget to health care providers. These providers would assume responsibility for most 911 calls involving a person with mental illness (PwMI). The three friends settle in and start to debate the feasibility of the proposed change. Their discussion quickly turns to the prevalence of PwMI in police calls for service (CFS).

THE CRIMINOLOGIST ORDERS A MARTINI, and then informs the other two that just 2.23 percent (±.42 percent) of their city's CFS involve a PwMI. This is based on 15 published studies from other jurisdictions that looked at mental health flags coded by dispatchers. The cop orders a beer and declares that the criminologist has never handled a police call and has little insight into the issue. Over the past month, two-thirds of the officer's own calls involved a PwMI, someone who was intoxicated or high, or someone experiencing an emotional crisis. The crime analyst laughs at both of these estimates, quickly geo-locates all of the local breweries, visits PubQuest to ensure the accuracy of the results, and then selects a craft beer. The analyst proceeds to argue that the real figure is 21 percent. This finding was generated by analyzing thousands of narratives from the agency's CFS database and extrapolating the total police resources devoted to mental health–related calls.

How can three intelligent people come to such different conclusions?

This was the situation the authors faced when they were hired by the City of Gresham, Oregon, to document the prevalence of mental health–related CFS and their impact on local police resources. Knowing these figures is critically important for municipalities, with implications for police staffing, training, allocation of government funds, and public policy more broadly. Unfortunately, the research team soon learned that the job was considerably more complex than first expected, and that the answer varied widely depending on the research strategy used. Looking at mental health flags coded by dispatchers, the most common methodology used in research on this topic, provided one answer. Surveys with officers resulted in a much higher estimate. A third strategy, text analysis of computer-aided dispatch (CAD) data, showed results somewhere in the middle of the first two numbers. The researchers' efforts along the way revealed three major factors that contribute to variability in the estimates being discussed by academics, practitioners, and policy makers. The factors are (1) the definition of mental illness, (2) the research methodology used, and (3) the unit of analysis applied.

FACTOR 1: DEFINITION OF MENTAL ILLNESS

When mental health professionals in the United States assess people for a psychiatric condition, they usually consult the *Diagnostic and Statistical Manual of Mental Disorders* (*DSM*). The current edition of this handbook, *DSM-5*, has 20 categories and lists more than 260 distinct disorders. The National Institute of Mental Health reports that slightly more than one out of five adults (21 percent) meet the criteria for at least one of these conditions in any given year. Assuming, for example, that everyone in the community had an equal chance of being contacted during a police CFS, this would mean that roughly one out of every five calls involve one or more PwMI. This raises the question of why researchers consistently report that just 1–2 percent of police CFS involve a mental health connection.

One explanation for this discrepancy is that these studies do not consider the full range of disorders listed in the *DSM-5*. If studies only focus on certain conditions like bipolar disorder, major depressive disorder, and schizophrenia, for example, then the prevalence rates seen in police CFS would indeed be lower. The truth, however, is that most of these studies do not articulate the specific disorders under consideration, nor do they clearly define what is meant by calls involving "mental distress" or "people with mental disorders." This lack of clarity results from studies often relying on analysis of secondary data, specifically, CAD codes used by dispatchers and officers to flag mental health–related calls. Unfortunately, the people assigning these codes are often given limited guidance on what constitutes a mental health–related contact.

The first step in collecting better data on this issue would be to explicitly define mental illness or a mental health–related CFS. Then, a reliable and valid approach to documenting the presence or absence of the condition in police CFS could be developed. Next, officers and dispatchers could be trained to use this system, and supervisors would be asked to monitor their staff's coding on a regular basis to ensure that the resulting data were reliable and accurate. This level of measurement precision has not been achieved in most jurisdictions, due in part to the complexity of the task.

Health professionals themselves often have difficulty reliably diagnosing mental health conditions, even when they conduct their assessment in an office setting with a cooperative patient. Dispatchers and police officers work in less ideal conditions, making an accurate assessment of a person's mental and emotional functioning difficult at best. Further complexity is added when one considers that police CFS often involve people who are under the influence of a substance or experiencing significant emotional distress. In some cases, these conditions result directly from a mental disorder (e.g., substance use disorder, depression, acute psychosis), but, in other cases, it is a temporary condition that resolves of its own accord. Finally, law enforcement employees may be reticent to or actively discouraged from labeling people as "mentally ill," leading to underreporting in CAD codes.

One way to resolve some, but certainly not all, of these issues is to offer dispatchers and officers a tiered approach to classifying mental health involvement in CFS. For the research in Gresham, the group created two new flags that could be applied to police CFS: one for calls that involved a person with mental illness (PwMI) and another for calls that involved a person with possible mental illness (Poss-MI). The former code was applied to a call when the CAD narrative explicitly stated that one or more of the people involved (e.g., complainant, suspect, subject of report, victim, witness) met one or more of the following criteria:

- person(s) had a named mental health condition
- person(s) exhibited a cardinal feature of a *DSM-5* disorder (e.g., hallucinations, delusions, paranoid thinking, chronic drinking, heroin addiction)
- person(s) had a history of mental health problems, but the specific disorder was not recorded
- person(s) had previously attempted suicide
- person(s) was under the care of a professional who supports people with mental illness

The second flag, Poss-MI, was designed to include situations that were more ambiguous, but still had a high probability of involving a mental health nexus. This code was applied when the call narrative indicated that one or more of the people involved had a mental disorder as defined above; *might* have a mental disorder; or *might* be experiencing an emotional, mental, or behavioral crisis. Any of the following would satisfy the latter two criteria:

- The narrative indicated possible mental illness.
- The behavior leading to the CFS was unusual for the given context and suggestive of an emotional crisis (e.g., "yelling at cars passing by on street"; "naked in public").
- The narrative documented substance use that was accompanied by problematic behavior.
- The narrative documented an overdose, intentional or otherwise, involving alcohol, marijuana, or some other drug.
- The narrative reported a recent act, threat, or ideation involving intentional self-harm.
- The narrative documented threats to harm or kill people that went beyond a situational conflict (e.g., "threatening to kill everyone in the park").

Researchers used these definitions to manually review 11,316 of Gresham's CFS. A limitation of this approach was that the group still relied upon the narratives others entered into the CAD system. This could be improved by training dispatchers and officers to use the researchers' established coding system on the front-end.

FACTOR 2: RESEARCH METHODOLOGY

As suggested by the bar scenario introducing this article, the methodology used when studying the prevalence of mental illness in police CFS has a significant bearing on the findings generated. To date, three research methodologies have predominated in this field of study. The most common approach involves the use of existing CAD codes to document the prevalence of PwMIs or persons experiencing "mental distress" in police CFS. As noted previously, these studies find that just 1–2 percent of CFS involve a mental health connection.

The second methodology involves the manual or automated review of CAD narratives looking for terminology indicating the involvement of a person with a mental health condition. Studies analyzing narratives alone or in combination with CAD codes have generated varying rates such as 4.1 percent, 9.9 percent, and 10.8 percent. The difference between these studies and those relying strictly on CAD codes highlight the fact that many

CFS with apparent mental health involvement are not classified as such using discrete CAD codes. Three examples from the authors' own research are provided below to illustrate this problem. None of these calls were flagged with one of the CAD's mental health codes, although the narratives provided indications.

- "M 60S, CONSC, BR OK, DIARRHEA, ALSO *PARANOID SCHIZOPRENIC*, SCREAMING AND YELLING..."
- "*SCHIZOPHRENIC* SON LEFT LOC APPROX 3 HOURS AGO ON FOOT, NOT VIOLENT, USUALLY AVOIDS PPL. IS OFF MEDS."
- "RUNNER. WF, 15, 5'4, 150, LSW DK JKT, GRN BKPACK. *HX OF BIPOLAR AND CUTTING* AND WAS SEEING THERAPIST FOR *SUICIDAL* THOUGHTS. DOESN'T THINK SHE WAS HAVING SUICIDAL THOUGHTS TONIGHT."

A third approach, underused in this field, involves surveying individual police officers or agencies. Psychologist Randy Borum and colleagues collected data from officers in three cities, asking for the number of contacts they had in the prior month that involved a PwMI. This work generated an average of 6.4 contacts per month. Unfortunately, this study lacks a denominator—the total number of calls handled by these officers—so the proportion of contacts that involved a PwMI cannot be determined. In another study, researchers surveyed 174 law enforcement agencies and asked what percentage of contacts with the public involved a person believed to have a mental illness. The average across the responding agencies was 7 percent.

The differences of these results across multiple studies demonstrates that methodology matters. Moreover, all methodologies have limitations that should raise caution regarding any corresponding findings. CAD codes are not always used consistently by dispatchers and officers. The detail documented in CAD narratives varies considerably within and across agencies, complicating text analysis. Surveys suffer from recall error and non-response bias (i.e., officers and agencies who decline to participate). This is why researchers, in this case, chose to use multiple methods in the study of Gresham's CFS. The group recognized that they would not be able to produce a single, definitive answer to the city's main question: "What percentage of our police CFS involve a mental health connection?" Instead, the researchers offered a range of estimates that hopefully triangulated in on the truth.

Using CAD codes alone, the research team estimated that 2.9 percent of the city's CFS involved a PwMI, and 7.3 percent involved someone with Poss-MI. Text analysis of the call narratives produced the same estimates of 2.9 percent and 7.3 percent, respectively. When these two approaches were combined, however, the estimates rose to 4.9 percent and 11.8 percent. This is due to the fact that some calls were indicated as involving mental health in just one coding system while others were flagged as such in both. The final research strategy involved surveying 51 officers. The research team did this in two ways. First, officers were asked to recall the proportion of their CFS from the past 90 days that involved someone with Poss-MI (as defined previously). Second, officers were asked to report details on their five most recent CFS and indicate how many involved someone with Poss-MI. These two strategies generated estimates from 58.3 percent to 69.2 percent, respectively. On the low end, therefore, researchers estimated that one in eight of Gresham's CFS involved at least one person with Poss-MI. On the high end, researchers suggested it could be as much as six out of ten. Notably, both estimates far exceed the 1–2 percent prevalence rate that is commonly cited in the research literature.

FACTOR 3: UNIT OF ANALYSIS

A final source of variability concerns the unit of analysis used by those conducting the research. The concept of unit of analysis and its potential impact is demonstrated in the thought experiment below.

> *Imagine a police shift with ten officers working in one precinct. During the course of their shift, the ten officers responded to a total of 31 CFS. Each officer independently handled three calls that did not have a mental health connection (30 total), and all ten officers responded to a single crisis call involving a suicidal person with a firearm. All of the calls individually cleared by the officers took 10 minutes. The suicide call took 60 minutes.*

If individual CFS are used as the unit of analysis in the example above, the researcher would report that just 3.2 percent of calls (1 out of 31) involved a PwMI. If the unit of analysis shifted to officers, and they were asked to report the percentage of their calls that involved a PwMI, they would all answer 25 percent (1 out of 4). Finally, if the unit of analysis changed to the combined percentage of time officers spent on calls involving a PwMI, the answer would be 66.6 percent (600 minutes out of 900 patrol minutes total). The vast difference between 3.2 percent, 25 percent, and 66.6 percent highlights the considerable

impact that unit of analysis can have on the findings generated through research.

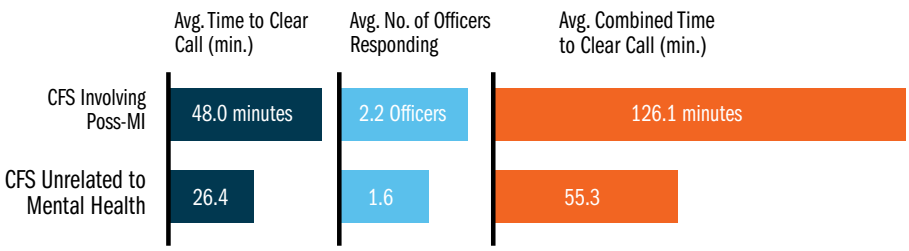
The most common unit of analysis used in published research to date is the proportion of CFS that involve a mental health connection—as shown in the first example of 3.2 percent. This approach leads to underestimating the impact of mental illness on police resources if such calls require more officers or more time than unrelated calls. Several studies are available to demonstrate this point. In 2020, researcher Jerry Ratcliffe reported that "medical/public health" calls accounted for 7.4 percent of CFS in Philadelphia and 8.6 percent of officers' total patrol time. In another study in 2022, Dr. Samuel Langton and his colleagues found that 19.5 percent of police resources were allocated to incidents that involved a PwMI, yet these incidents accounted for just 9.9 percent of CFS. Finally, Dr. Cynthia Lum and her colleagues reported in 2021 that 1.3 percent of CFS from nine police departments were coded as mental health related. These calls accounted for 2.2 percent of total response time, based on the number of minutes between arrival and closure of the call. Notably, the latter study does not control for the possibility that mental health calls may require more officers.

For the analysis of Gresham's CFS, researchers incorporated both the number of officers responding and the time between dispatch and clearance. The multiplication of these two figures determined the total patrol time devoted to each call. Consistent with the other studies reviewed, researchers found that CFS classified as Poss-MI using the combined CAD code and narrative review took significantly longer to clear on average (48 minutes) than did calls that were unrelated to mental illness (26.4 minutes; see Figure 1). The average number of responding officers was also higher in the former calls as compared to the latter (2.2 officers vs. 1.6). This led to a sizable difference in the average total patrol time devoted to each type of call (126.1 vs. 55.3 minutes). When these figures were combined across all of the city's CFS, researchers estimated that 11.8 percent of police calls involved a person with Poss-MI, accounting for 23.4 percent of the agency's patrol resources.

CONSIDERATIONS MOVING FORWARD

After considering these three factors, it becomes apparent that the imaginary criminologist, cop, and crime analyst could each be correct, since they were using different definitions, different research methods, and different units of analysis to generate their estimates. While everyone wants a simple answer to the question of how many calls involve persons with mental illness, it is unlikely that a simple or single answer exists. That said, the work of these researchers and recent research conducted by others highlight several important considerations for anyone undertaking this task.

FIGURE 1: PATROL TIME DEVOTED TO CALLS FOR SERVICE



First, using CAD codes alone to estimate the prevalence of mental health in police CFS is unlikely to produce accurate estimates. More often than not, these estimates will be too low. Dispatchers and officers are busy people, working in stressful conditions, often with limited information at their disposal. In this context, rapid classification often takes priority at the cost of accuracy. Agencies are encouraged to use multiple research strategies whenever possible to help accommodate for this limitation.

Second, greater attention should be paid to how mental illness and possible mental illness are defined in this field of study. As noted above, most studies rely on vague definitions for what constitutes a "mental health call." Agencies should operationally define this term for their employees, and new coding systems should be rigorously validated before conclusions are drawn from the resulting data. This is, of course, a difficult task—one that mental health professionals have struggled with for decades. However, any serious thought and attention to this issue could improve the quality of data that are being used to make very important decisions for communities.

Third, simply knowing the proportion of resources devoted to mental health–related CFS does not offer sufficient guidance to policy makers who are considering the reallocation of police funds. Virtually all of the available research fails to consider the potential threat or danger involved in mental health–related calls. It is unknown, for example, how many of these CFS involve the presence of a weapon or a credible risk of harm to responding personnel or others involved. This does not mean that non-police responses have no place in addressing these issues, but it does argue for caution and additional research before reallocating police resources.

Fourth, the higher prevalence rates found in research that goes beyond analyzing existing CAD codes argue for additional resources to address mental

health within law enforcement. The oft-cited Memphis Crisis Intervention Team (CIT) model involves dispatching specially trained officers to calls involving a mental health crisis. This kind of specialized response seems appropriate when these calls account for a small proportion of total CFS. Whether this is still feasible when one-quarter to one-half of an agency's CFS involve a mental health connection is debatable. Under these conditions, it is necessary to ensure that all officers are properly equipped to handle these interactions. CIT skills have become as essential to policing as driving or handcuffing.

Fifth, agencies may want to explore an increased use of dual-response programs (i.e., mental health practitioner and police officer response teams) in the near term and more research in the longer term. As mentioned earlier, many calls fall into the nebulous realm of behavioral health and are not easily classifiable at the point of first contact. While more expensive, dual-response units would offer a wider variety of necessary tools to address the broad range of calls in the near term. This could be supplemented by additional research into what types of calls could safely be diverted and which potential response is most effective in a given circumstance.

Sixth, the existing research finds sizable differences regarding the prevalence of mental illness in police CFS, and some of this variability is due to the factors discussed here, additional variance is likely attributable to community factors. This includes the availability of state psychiatric hospital beds, medical care, public housing, substance abuse treatment, and other resources for persons living with mental illness. All of these are likely to influence the frequency of mental health contacts made by the police. This also means that studies conducted in one jurisdiction may have limited generalizability. Accordingly, agencies are encouraged to conduct their own research whenever possible.

Those desiring a more in-depth explanation of this research can find the original paper at www.pdx.edu/criminology-criminal-justice/sites/g/files/znldhr3071/files/2021-04/2019-mental-health-involvement-in-police-and-fire-calls-for-service-gresham-or-report.pdf or contact one of the authors, of this paper: Greg Stewart at gstew2@pdx.edu or Dr. Kris Henning at khenning@pdx.edu.

The authors would like to thank LEADS Scholar Corey Falls and the City of Gresham for helping to coordinate and sponsor the original research cited in this article.

Finally, in a recent article, researcher Dr. David Thacher states, "Police are residual institutions, charged with managing the crises that other institutions cannot handle adequately on their own, and it is not easy to reassign that work to anyone else." From a historic perspective, he also highlights the initial promises made to remove police from handling calls involving "drunkenness" and how, despite well-meaning efforts, supported by expert opinion, the police are still responding to a large number of calls involving intoxicated persons. Thacher's concerns are consistent with the challenges highlighted herein, in particular the difficulty in even identifying these calls and handing them off to existing resources. Additionally, the research discussed in this article was conducted in an area served by a mobile crisis response team operating 24/7 that also has additional specialized programs that take referrals from police and other resources such as ER referrals, urgent care walk-in clinics, and a crisis respite center. Despite this wide array of services, generally provided by individuals with advanced degrees in psychology, police calls involving persons with a mental illness remained distressingly common.

This should not be taken as an indictment of alternative response models but, as Thacher highlights, the information does help identify the challenges inherent in diverting police calls to other entities. Even the basic act of identifying which calls have a mental health nexus proved exceptionally difficult. Any attempt to divert calls would require at least a partial solution to this problem and then additional efforts aimed at determining if police were still needed after identifying the appropriate alternative responder. Absent such a solution, it is probable that attempts at diversion will morph into simply adding another layer of responses. While this would probably improve the system's overall response, it is also likely that the additional service would increase the cost to the system. If this ends up being true, the cost savings associated with diverting police calls would prove chimeric, but police would still need to be capable of handling the most difficult calls involving persons in a mental or behavioral health crisis in a professional, effective, and compassionate manner.

IACP RESOURCES

- One Mind Campaign
- Responding to Persons Experiencing a Mental Health Crisis

theIACP.org

- "Sharing the Positive—Using Stats to Dispel Myths and Clarify Facts"

policechiefmagazine.org

Providing Support to Those Who Serve

THE PUBLIC SAFETY FIELD CAN BE FULL OF TRAUMATIC EXPERIENCES THAT COULD RESULT IN LONG-TERM EFFECTS. ABOUT 80 PERCENT OF FIRST RESPONDERS WILL EXPERIENCE A MENTAL HEALTH–RELATED ISSUE IN THEIR CAREERS.

Law enforcement officers are aware of this but are still the first to run into the line of fire to serve their communities. They often have little time between calls to effectively process an experience before responding to the next, unknowingly allowing stress to build.

As mental health–related concerns accumulate, first responders are at a greater risk for developing more adverse conditions. But police are known to hesitate to get support for these concerns. A 2020 study found that about 70 of the 430 police officers surveyed used the mental health resources available to them during the year. Navigating the steps needed to identify and access resources can be overwhelming for first responders who are already hesitant to seek help; therefore, it is important for leadership to guide them in the right direction of what's available.

USING TECHNOLOGY TO ADVANCE ACCESSIBILITY

What better place to start driving officers to engage in their own wellness than mobile devices? Mobile health applications can address many of the accessibility and confidentiality concerns of the programs and services officers need.

Lighthouse Health and Wellness (Lighthouse)—a FirstNet, Built with AT&T, sponsored application—offers a range of resources in one mobile application and web portal to address these accessibility challenges. "At it's core, Lighthouse strives to ensure public safety agencies can provide employees and their families with high-quality, confidential, and anonymous access to health and wellness resources," said Dr. Anna Fitch Courie, director of responder wellness at FirstNet.

Working directly with police departments, Lighthouse integrates available tools, resources, and vetted providers into the platform. The goal is to provide a one-stop-shop for officer safety and wellness that can be accessed at any time. When officers enter the application, they get immediate access to a comprehensive library of information on a variety of topics, ranging from emotional survival and financial wellness to physical health and peer support. In addition, officers can search for first responder–specific chaplains and therapists by location.

Agencies can even customize the platform and send notifications to all of their officers, driving them to the specific wellness information the department wants to emphasize.

"Because of their shift work, highly mobile profession, and a fierce desire for confidentiality, law enforcement officers are a prime population for mHealth applications," said Dr. Courie.

Image courtesy of TIAG

In 2015, the San Bernardino, California, mass shooting served as a call to action for Dalita Harmon, The Information Applications Group (TIAG)'s chief executive officer. She felt confident her team knew how to create an effective product specifically for civilian law enforcement to help officers to manage stress and improve health. Over the course of the next three years, TIAG's multidisciplinary product development team undertook a comprehensive research and development process, resulting in the mResilience (mRes) mobile application and training program.

"Our approach from the beginning was on the skills, techniques, and resources

Images courtesy of Being First

to help build and maintain resilience—and provide a path to vetted resources for the times when help is needed," said Steve Vincent, TIAG's technology partnerships manager.

The mRes mobile app includes a core set of tools and resources for mindfulness, breathing regulation, and guided meditation, among many others, that provide the user with evidence-based strategies for reducing stress. These tools are combined with a peer support module that allows users to anonymously reach out for help. The app is supplemented by optional resilience training delivered either in person or virtually to help reinforce the "science of why" stress affects the body and how the tools can help offset this.

"The real power is in the ability for an organization to easily tailor the content and keep it dynamically updated so that changes are reflected in near time for end users," said Vincent. A user is able to anonymously access the full range of organizational content with the hope that they will explore new techniques and engage content without the concern of being monitored by leadership.

Through the team's research phase, they acknowledged that officers tend to be inherently skeptical of any technology that could be used to monitor end users. To address this concern, TIAG designed mRes in such a way that only authorized users can access department-specific content. The program does not gather specific user data, personally identifiable information, or personal health information. Other than knowing who the authorized pool of users is, the only other analytics are de-identified, aggregate user metrics, which allow the agency to assess which tools are being used most frequently and for how long.

TRANSFORMING AGENCY CULTURE

Multiple organizations have recognized that the environment of the workplace itself can also be a source of stress for officers rather than calmness.

Aiming to transform agency culture, Being First, Inc., provides a comprehensive online wellness program. "Fundamentally, our belief is that police, as an industry, are pivotal to our civil society and that society is asking for something different from police departments," said Dr. Dean Anderson, chief executive officer and cofounder of Being First. Recognizing that communities are asking for a change, the Being First team believes this could be accomplished by helping police chiefs understand transformation and how to uplevel their organizations, systems, culture, and leadership to better serve society's needs.

For four years, Being First has built a system for transformation that addresses leadership, culture, change in

organization systems, and employee empowerment and wellness. The employee wellness component of the larger program is oriented to self-mastery, which the company thinks of as building an officers' self-awareness and self-management capabilities so that they can operate at a high-performance level amid challenging situations.

The foundation of the employee wellness component consists of two core curriculums: (1) Walk the Talk of Change for police leadership and (2) the self-mastery curriculum that is provided throughout the agency. "What's fundamentally different about what we do is that we don't talk about what needs to change. We actually teach people how," said Dr. Anderson. The 10-week self-mastery curriculum provides pragmatic field development that enables personnel to manage their mindset, their emotions, and their behavior for optimal performance. "It's not just [about] wellness in the workplace, it's wellness in their life."

A nonprofit organization has also been known to transform a stressful workplace environment through stress management tools—that have fur. Mutts With A Mission founder, Brooke Corson, was inspired by the positive impact that her dog, Angus, had on troops returning to Fort Benning in Georgia from oversea deployments. Although originally founded as a way to assist veterans living with post-traumatic stress disorder and mobility disabilities, in 2019, Mutts With A Mission expanded its program to place service dogs with first responders and law enforcement. This is done at no cost to the recipients.

With full accreditation from Assistance Dogs International, the team also provides Facility Dogs to agencies across the United States. "These dogs are useful tools for peer support and Critical Incident Stress Management teams as they help facilitate conversations that may not have taken place without the dog being present," said Executive Director Brooke Corson.

Stemming from a conversation with a local police department and their need for a facility dog, Mutts With A Mission started providing dogs to first responders in 2019. Since then, the awareness of facility dogs and their benefits to agency personnel have become more accepted and has helped to reduce the stigma associated with mental health.

Image courtesy of Being First

The facility dogs undergo the same rigorous training as service dogs, but rather than helping with a disability, facility dogs (like therapy dogs) assist people to cope after a traumatic incident or in an overly stressful environment. Having daily interactions with a facility dog allows officers to perform their duties with a different outlook and leave the workplace with a more positive mindset.

Law enforcement officers often serve their communities without thinking about their own needs. These brave efforts often take a toll on an officer's well-being. Luckily, there are various companies who are aiming to reduce the stigma around police asking for help and bring awareness to the resources available to the field.

SOURCE LIST

Please view this article online for contact information or visit **policechiefbuyersguide.org** to request information from companies.

- 49 North, A Division of Techwerks LLC
- Axon Aid
- Being First, Inc.
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- Cordico
- FirstNet
- Lighthouse Health and Wellness
- mResilience
- Mutts With A Mission
- Pathfinder Resilience
- Robertson Research Institute

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Visit **IACPshop.com** to Shop Today.

Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

Video Forensic Software

Calipsa announces its new forensic software, Investigate Uploader, that allows users to upload any video file to the Calipsa platform where its algorithms review the footage for genuine activity before presenting a summary of results. Investigate Uploader sits as a standalone product for false alarm filtering, camera health checks, advanced real-time alerting, and forensic video search. It provides a Similarity Search feature, where users can upload an object of interest that algorithms use to search for objects of similar appearance in the uploaded video. All forensic video results will be summarized in an easy-to-review video to store on the platform and share with other stakeholders.

calipsa.io

Shield Light

FoxFury Lighting Solutions announces the launch of the innovative Taker B52, a 2,000-lumen shield light. It is a solution for less-lethal law enforcement situations. The light features a panoramic beam for greater situational awareness and strobe technology that aids in disorienting potential suspects. With a retrofittable design, it fits all ballistic shields and can be installed anywhere on the shield. It can be easily removed from damaged shields and re-installed on new shields. A remote trigger can be mounted in various locations, allowing for quick-change lighting options and effects. The battery pack provides up to 85 minutes of continuous light or 2 hours of strobe lighting.

foxfury.com

Rugged Laptop

Getac Technology Corporation will launch its X600 and X600 Pro, powerful new 15.6" fully rugged mobile workstation variants designed to deliver comprehensive mobile computing for professionals requiring optimal performance, security and data transmission capabilities, and exceptional reliability across a wide range of operationally challenging environments. The X600 is designed to enable users to achieve mission-critical tasks quickly and efficiently. Running the latest Windows 11 Pro operating system and featuring an Intel Core 11th gen i5/i7/i9 H-Series processor with integrated Intel UHD Graphics, the X600 delivers exceptional performance in a diverse range of data and or graphic-intensive operational scenarios.

www.getac.com

Safety Enclosure

HEMCO offers its vented safety enclosure (VSE) in 24", 36", and 48" widths. It is constructed of chemical resistant metal framing and ¼" thick clear acrylic side panels and viewing sash. Efficient air flow design with airfoil and bypass directs contaminates to baffled exhaust, providing air flow and containment for user protection. The viewing sash is angled 15 degrees for ease of viewing comfort with an 8" reach in opening height. Sash swings up to provide 20" of access opening. Two service ports are located in lower right and left rear wall. The ergonomic design provides added user comfort.

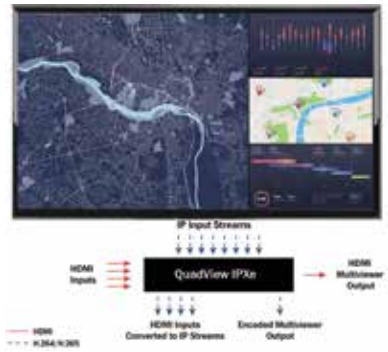
www.hemcocorp.com/vse.html

Handgun

Israel Weapon Industries (IWI) has launched the Masada Slim, a high capacity 9mm compact striker-fired handgun designed to be easily concealed for covert missions. With a slim line frame, made out of high-strength, impact-resistant fiberglass-reinforced polymers, the Masada Slim is designed around a high-capacity 13-round magazine, and, together with an extended base plate, it enhances the slim fire power to 17 rounds, giving users additional stopping power. Its enhanced ergonomic design facilitates a natural and instinctive grip angle. Premium high-grade sights are provided as standard out of the box, ensuring enhanced accuracy. Front slide serrations ensure easy and smooth slide manipulations.

iwi.net

POLICE CHIEF *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**



Multiviewer

RGB Spectrum introduces the QuadView IPXe, a high-performance 4K multiviewer that is a novel combination of a multi-channel encoder, decoder, and multiviewer, all in one small, desktop package. It delivers superior image quality at up to 4K 60Hz resolution with display windows of any size, anywhere on the screen, with both HDMI and IP inputs displayable. IP streams can be decoded and viewed, providing a display of signals from both local and remote locations. The system supports mix-and-match input source types and resolutions, scaling any video input up to 4K resolution, and both analog and digital I/O audio, including audio embedded in HDMI and IP sources.

www.rgb.com

Web-Controlled, Multichannel Expandable Relay

uHave Control introduces the uSwitch CS, a web-controlled, multichannel expandable relay/IO with built-in web server, voltage monitoring, and ethernet port, plus WiFi access point, all-in-one unit. The uSwitch CS is all that is needed to control, monitor, and reboot any device, anywhere, anytime over LAN/WAN from any iPhone, Android, PC, or MAC. Network devices include modems, lights, sirens, doors, gates, and cameras. New features include upgraded scheduling and voltage monitoring. It supports multiple sensors including proximity, temperature, pressure, and humidity, and it sends real-time event notifications by text or email. It may also be accessed via custom third-party applications through its extensive API.

www.uhavecontrol.com

Armored Platform

Ring Power Tactical Solutions announces its upgraded Armored Deployment Platform (ADP) for the Rook Armored Critical Incident Vehicle. The Rook's upgraded ADP now allows officers to make entry into a three-story structure, while remaining protected behind NIJ Level IV armor. The ADP is one of four attachments that come standard with the Rook. While the ADP has always supported second-story entry from the floor of the platform, the new improvements have added a ladder system and rooftop platform.

therook.ringpower.com

Camera Solution

Sensera Systems offers the PTZ600, a reliable and affordable camera solution. Purpose-built for the rigors of outdoor and remote sites, the PTZ600 helps to protect assets and support safety from any location in real-time. Securely managed from a single cloud-based platform, it provides reliable, cost-effective visual monitoring and surveillance in a hassle-free package that is easy to set up and use within minutes. Sensera Systems can help police improve safety and site security. Automated panoramas allow for up to 360-degrees of high-resolution coverage. Live video streaming with real-time pan/tilt/zoom (10x optical zoom) allows for active monitoring in very fine detail.

www.senserasystems.com

Firearms Cleaners & Degreasers

FTI, Inc., recently introduced Tetra Gun Action Blaster II & Spray II aerosol sprays, replacing the original namesake formulas. Both synthetic-safe sprays effectively clean gunmetal surfaces. Action Blaster II is a nonresidue cleaner degreaser that blasts away fouling, while Spray II adds Tetra Gun lubricant technology to its cleaning functionality, providing an all-in-one aerosol product that cleans, lubricates, and protects (CLP). With both products, the propellant and solvent evaporate after use, while Spray II leaves a light, non-oily coating of Tetra fluoropolymer lubricant on the gunmetal. Additionally, Spray II provides protection from corrosion. Both are available in 10 oz cans.

www.tetraguncare.com

Rugged Video Display

The new TAA Compliant SXN-75 high-brightness water-resistant 75-inch LCD monitor is the ideal solution for providing safety information, scheduling, goals, maps, data, presentations, and other relevant information to personnel. The SXN-75 is designed to withstand demanding environments. The rugged water-resistant and corrosion-resistant aluminum enclosure is rated IP54. It withstands dripping, splashing, and sprayed water and other liquids. It is also maintenance-free; no need to ever clean or replace vents, fans, or filters. The 4K-resolution LCD panel produces high-resolution images with brilliant colors. With 500 nits of brightness, it is ideal for use indoors or outdoors in training facilities, command/control centers, simulators, and other facilities.

tru-vumonitors.com

ABOUT DALLAS

With 13 diverse neighborhoods, including Deep Ellum, Trinity Groves, and the Bishop Arts District, there is much to experience in Dallas. From world-class dining, exciting attractions, and a city steeped in history, there is plenty for everyone to experience.

IACP 2022

OCTOBER 15–18 | DALLAS, TEXAS

The International Association of Chiefs of Police (IACP) Annual Conference and Exposition is the largest and most important law enforcement event of the year—more than 16,000 public safety professionals come to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success. Join us at IACP 2022 for four days of education and networking.

This year's event will take place at the Kay Bailey Hutchinson Convention Center in Dallas, Texas. In addition to the in-person event, IACP 2022 will have a limited virtual registration open only to IACP members.

REGISTRATION HOURS

Friday, October 14	1:00 p.m.–6:00 p.m.
Saturday, October 15	7:30 a.m.–5:30 p.m.
Sunday, October 16	7:00 a.m.–5:30 p.m.
Monday, October 17	7:30 a.m.–5:30 p.m.
Tuesday, October 18	7:30 a.m.–3:30 p.m.

Security

Prior to checking in, you must have *one* of the following forms of identification:

- IACP 2022 registration confirmation
- Law enforcement credentials
- IACP member card

All attendees must be credentialed and have a conference badge in order to move freely throughout the convention center. When you arrive on site, you will need to check in at the registration center to retrieve your badge. If possible, you can avoid long lines and delays by registering on Friday afternoon.

EDUCATION

This year's educational program will offer more than 200 workshops on a variety of topics across 11 tracks. The four days of engaging and informative workshops will help you find the answers to tomorrow's challenges, learn new strategies and best practices, engage in thought-provoking discussions, and connect with law enforcement leaders from around the globe.

As in past years, the tracks focus on specific areas, such as Police Physicians Section Track, Legal Officers Section Track, Smaller Agency Track, Leadership Track, as well as the Law Enforcement Family Wellness Track for family members attending the conference. Topics include At-Risk Populations, Case Studies of High-Visibility Events, Innovations in Policing, and Violent Crime.

EXPO HALL

With live demonstrations, hands-on exhibits, and the chance to experience emerging technologies in policing, the IACP 2022 Expo Hall is the place to test out new tactical equipment, learn about what's new in intelligence, and speak to leaders in the industry.

Use the mobile app or the Exhibitor Search on the IACP 2022 website to find out which exhibitors will be at this year's event.

Exposition Hall Hours

Sunday, October 16	10:00 a.m.–5:00 p.m.
Monday, October 17	10:00 a.m.–5:00 p.m.
Tuesday, October 18	10:00 a.m.–2:00 p.m.

MOBILE APP

The IACP 2022 Annual Conference app is ready for download! If you have not already done so, download the IACP Events app from the Apple App Store or Google Play Store. Once in the Events app, select the IACP 2022 conference and take some time to explore the variety of meetings, events, and speakers you may be interested in. The app provides multiple methods for customizing your perfect conference experience:

- Search for events by day, type, track, topic, or audience to plan an itinerary that meets your specific needs.
- Build a personalized schedule by selecting the star ★ next to an event listing.
- Research and bookmark exhibitors.
- Familiarize yourself with the convention center using the facility maps.
- Set up your profile and connect with fellow attendees using the Friends function.

IACP'S CHIEFS NIGHT

Monday, October 17, 7:00 p.m.–10:00 p.m.

GILLEY'S DALLAS

Attendees will experience a Texas Road Show, from Texas Chic to Cowboy Casual. It will be a night under the Texas stars. Come kick up your cowboy boots, all while networking with old colleagues and new friends.

Learn more or register at **theIACPconference.org**. **Advance registration ends August 31, 2022**.

HOST DEPARTMENT EVENTS

Clay Shoot

Sunday, October 16, 8:00 a.m.

ELM FORK SHOOTING SPORTS

Safety briefing at 7:30 a.m.

Registration starts at 6:45 a.m.

Fee: $150 (Space is limited)

Sign up at **bit.ly/3u4Bjrd**

Want to break away from the conference and shoot some clay? It would be a blast! This world-class outdoor shooting range boasts 467 acres of firing fun. The registration fee for this fundraising event is $150 per individual participants. Shotguns, shells, breakfast, and lunch are all provided. Transportation will be provided from selected IACP hotels. All proceeds will benefit the Assist the Officer Foundation, which is a not-for-profit organization dedicated to providing assistance to families of fallen heroes, providing assistance to catastrophically injured officers, and covering counseling costs for officers and their families.

Golf Tournament

Monday, October 17, 9:00 a.m.

STEVENS PARK GOLF COURSE

Registration starts at 7:00 a.m.

Fee: $125 (Space is limited)

Sign up at **bit.ly/3bFbFTe**

An 18-hole golf tournament will be held for those Tiger Woods wannabes at the Stevens Park Golf Course. Prepare yourself for an unparalleled golf experience! Redesigned by Colligan Golf Design in 2011, Stevens Park is North Texas' premier public golf destination. This "rebirth of a classic" wanders through mature oaks and traverses dramatic elevation changes while providing fun, but challenging, play to golfers of all skill levels.

Breakfast and lunch are included in the $125 registration fee. There are forty (40) sets of clubs available for rent. Transportation will be provided from select IACP hotels. All proceeds will benefit the Assist the Officer Foundation, which is a not-for-profit organization dedicated to providing assistance to families of fallen heroes, providing assistance to catastrophically injured officers, and covering counseling costs for officers and their families.

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- **National Consortium on Preventing Law Enforcement Suicide Final Report**
- **Comprehensive Framework for Law Enforcement Suicide Prevention**
- **Messaging About Suicide Prevention in Law Enforcement**
- **Peer Support as a Powerful Tool in Law Enforcement Suicide Prevention**
- **After a Suicide in Blue: A Guide for Law Enforcement Agencies**

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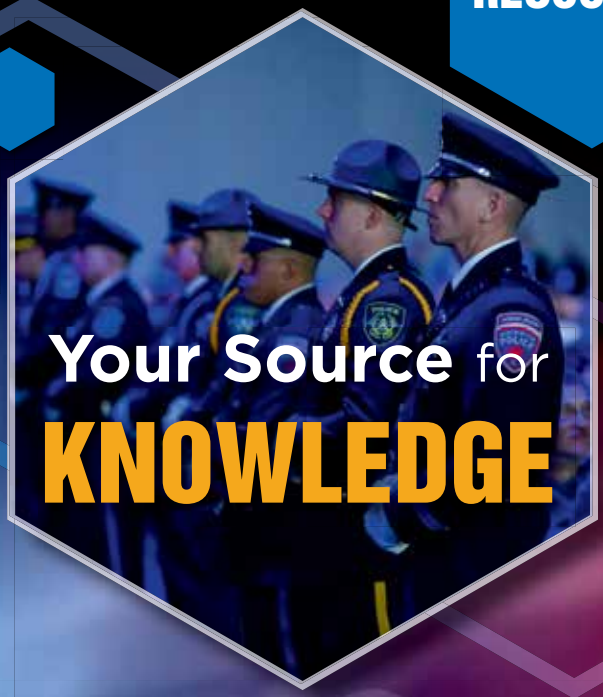

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BY
Julie Malear, Project Manager, IACP

Healing in the Wake of Harm

The IACP Mass Violence Advisory Initiative

Photo by Gerardo Mora/Getty images

ACTS OF MASS VIOLENCE PRESENT UNIQUE CHALLENGES FOR LAW ENFORCEMENT LEADERS TASKED WITH KEEPING THEIR COMMUNITIES AND OFFICERS SAFE DURING A TIME OF INTENSE PRESSURE.

Police have numerous responsibilities, such as coordinating response, securing the scene, ensuring the safety of the community, responding to the media, communicating with families and victims, and investigating the incident. Law enforcement leaders are often taken aback by these unprecedented complexities, as well as the intense scrutiny that often envelops the agency and the community following a mass violence tragedy.

With few national resources to provide guidance to police leaders in the hours, days, and months following a mass violence tragedy, the U.S. Department of Justice's Bureau of Justice Assistance (BJA) and the International Association of Chiefs of Police (IACP) have partnered to launch the Mass Violence Advisory Initiative (MVAI). The MVAI provides peer-to-peer assistance to law enforcement leaders in the aftermath of a mass violence event to maximize the safety and wellness of officers and other first responders and to help the community heal. The MVAI shares promising practices for communicating with community members; effectively engaging with the media; and collaborating with local, state, and federal partners.

"No community wants a tragedy like this; but with the Mass Violence Advisory Initiative, communities will not have to face this alone and will have the resources they need to begin the healing process," said IACP President Dwight Henninger, chief of police, Vail, Colorado, Police Department.

Through the MVAI, the Mass Violence Peer-to-Peer Advisory Team—composed of subject matter experts with firsthand experience of acts of mass violence—will deploy upon request to provide ongoing assistance and resources at no cost to help law enforcement leaders and their communities heal following a mass violence incident. These experts include police chiefs, sheriffs, public information officers, mental health and victim services professionals, chaplains, and community leaders. These individuals use a trauma-informed approach to help guide law enforcement agencies and their communities toward healing in the wake of harm. Due to the complex, unique, and urgent nature of these incidents, law enforcement leaders will benefit from the knowledge of other law enforcement personnel who have experienced a similar tragedy.

"The members of the Mass Violence Advisory Initiative were chosen, at least in part, because we have a shared experience

no law enforcement leader wants. Many of our communities were the targets of a mass shooting. For me, that was the 2016 Pulse Nightclub tragedy," said Orange County, Florida, Sheriff John Mina. "I am honored to be part of this team, where each of us will use our firsthand experience to provide assistance to law enforcement leaders working to help their communities heal from mass violence."

Mass violence events can cause deep and long-lasting trauma to families, first responders, and community members. Dr. John Nicoletti, a psychologist who has responded to several mass violence tragedies dating back to the Columbine High School shooting in 1999, serves as a subject matter expert for the Mass Violence Peer-to-Peer Advisory Team. He shares that when mass violence events occur,

> *Our basic assumptions about the world become shattered and intense emotional reactions can occur. These intense emotions and trauma responses can then become a permanent part of our being through the development of post-traumatic stress disorder (PTSD). PTSD then leads to a decrease in the quality of life, followed by a sense of hopelessness and helplessness, with thoughts and feelings that these events and reactions cannot be prevented.*

Understanding the psychological impact that these events can have on individuals, the MVAI prioritizes the well-being of those affected by mass violence. Through the IACP's extensive officer safety and wellness and vicarious trauma catalogs, along with its partnership with the Office for Victims of Crime Training and Technical Assistance Center, the MVAI streamlines the availability of—and connection to—valuable resources to assist in the healing process of communities affected by these tragedies.

"The first step in trauma recovery is realizing that the recovery should start in the middle of the crisis. The more individuals feel that their symptoms are normal, the faster the healing process becomes," explains Dr. Nicoletti.

Along with providing the knowledge and expertise of subject matter experts to agencies directly, the MVAI also hosts an online community to help law enforcement leaders connect with others to gain knowledge and access to best practices and resources so they can better prepare for the obstacles they may face following a mass violence incident. In the coming months, the MVAI team will also be publishing several new resources to guide law enforcement leaders through these incidents.

The IACP and BJA want law enforcement leaders to know that the MVAI is here to help. To learn more about the initiative and resources, or to request assistance, visit the MVAI page at **www.theIACP.org/MVAI**.

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Search ...

- SEIZURE AND CURRENCY
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TOP RESOURCES

- **Interactions with Homeless Persons**
  —Operations order from the Bartlett, Illinois, Police Department's Policy Manual
- **Grant – Law Enforcement Accreditation**
  —Grant summary
- **On-Line Roll Call Software**
  —Discussion board post

RESOURCES ADDED & UPDATED

208

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

NEW DISCUSSION POSTS

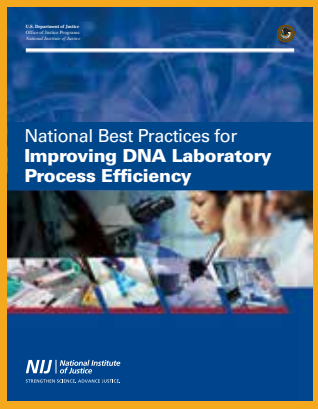
16

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

FEATURED RESOURCE

National Best Practices for Improving DNA Laboratory Process Efficiency

The recommendations in this guide, authored by experts in forensic science and laboratory management, are aimed at improving efficiency in a multitude of essential tasks that DNA forensic laboratories routinely perform.



Access these resources and more at **theIACP.org/IACPnet**. For more information, call the IACPnet team at 800.227.9640.

TOP IACP BLOG POST

Critical Incident Management

To help agencies address critical incidents in their communities, IACP Immediate Past President Cynthia Renaud convened a group of police leaders to examine the topic of critical incident response. Divided into three subcommittees, participants focused on steps agencies can take to prepare for, manage, and recover from, a critical incident.

Read this and other blog posts at **theIACP.org/blog**.

TOP POLICE CHIEF JUNE BONUS ONLINE ARTICLE

Interview Considerations – Complex Trauma

By Jerrod Brown, PhD

View this and other articles at **policechiefmagazine.org**.

TWEET of the month

The IACP
@TheIACP
Live from the IACP studio, @TheIACP President @dwight4iacp joins @GLFOP, @noblenatl, @MjrCitiesChiefs, @NAWLEE & @IACLEA_Members to talk about how Congress needs to take action on gun safety. Read @TheIACP / @GLFOP joint statement: tinyurl.com/54x34nmn

FEATURED ITEM IN IACP MONTHLY JUNE NEWSLETTER

CRI-TAC Collaborative Reform Initiative TECHNICAL ASSISTANCE CENTER

In Need of Training on Hate Crimes?

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) is offering Hate Crimes, Recognition, and Reporting training to law enforcement agencies across the United States. This no-cost, line-level officer training is intended to enhance law enforcement's response to hate crimes. Recognizing and reporting hate incidents, addressing the needs of victims, and building community trust are foundations covered in this course.

Visit **theIACP.org/projects/collaborative-reform-initiative-technical-assistance-center-cri-tac** to request this training for your agency.

POPULAR IACP RESOURCES

IACP

- » IDTS CONFERENCE
- » OSW SYMPOSIUM
- » THE INTERNATIONAL DRUG EVALUATION & CLASSIFICATION PROGRAM

Find these and other important resources at **theIACP.org**.

THIS MONTH'S QUOTE

"It's important... to remember that Sir Robert Peel's principles were designed to allay the fears and trepidations of a skeptical public, very similar to the ones that bedevil the field today."

Drawing Lessons from Policing's Past
28–33

Mindfulness Toolkit to Improve Overall Health

BY
Cory Howard, Project Coordinator, IACP

PRACTICING MINDFULNESS HAS BEEN FOUND TO LOWER BLOOD PRESSURE; ASSIST WITH CHRONIC PAIN MANAGEMENT; AND REDUCE ANXIETY, PERCEIVED STRESS, AND POST-TRAUMATIC STRESS SYMPTOMS. MINDFULNESS CAN ALSO INCREASE POSITIVE EMOTIONS, SOCIAL CONNECTIONS, AND SLEEP QUALITY.

The IACP's recently released *Mindfulness Toolkit for Law Enforcement* offers interactive, easy-to-follow breathing exercises and meditations for officers to use at any point of their shift. This toolkit is intended to help officers reduce stress, improve decision-making, build resiliency, and recenter themselves during and after a difficult call or critical incident.

This toolkit is equipped with accessible and convenient meditation practices for officers, civilian employees, and family members to help cultivate skills for stress management, situational awareness, interpersonal relations, mind-state regulation, and increased focus. The toolkit consists of 10 easy-to-follow breathing exercise videos that range from two to five minutes per exercise. Each breathing exercise is guided by Gina Rollo White, an experienced mind-body teacher. She explains how each technique is performed and demonstrates them for the audience. There are also five guided meditations officers can use at any point of the day—breathing, listening, body scanning, naming, and walking exercises. Each meditation has a step-by-step guide and a description of the benefits of each exercise. In addition, the toolkit gives officers a daily planner to track each exercise and meditation for the week and to set a time each day for their meditation exercises.

The goal of mindfulness is to train the brain to gravitate toward healthy responses, especially in moments of stress and critical decision-making. Many officers may be experiencing trauma from a previous call, stressors from the demands of shift work, or stressors from their personal life; these experiences may have a negative effect on their mental and physical health. Unfortunately, the negative effects can impact an officer's abilities to make decisions and to thrive while on shift or at home.

Just as leadership skills afford officers with the confidence to make difficult decisions and empower those around them, mindfulness can prepare officers to further assess their thoughts by clearing their mind. Mindfulness provides officers with the tools to be grounded in a positive frame of mind and helps to train the brain to have a healthy response. This can be done through having officers clear their mind about anything that may be bothering them, such as a stressful situation, for a few moments by completing a specific exercise, which helps them to focus on the present.

By utilizing the exercises provided in the toolkit, officers can find peace of mind when encountering stressful situations both on and off shift and have the skills they need to remain focused, resolve problems, and build resilience. Through taking a few minutes each day to practice these skills, officers can improve their health, reduce anxiety or the effects of trauma, and be better prepared to make positive decisions for themselves and the communities they serve.

Check out the toolkit online, and visit **theIACP.org/osw** for additional officer safety and wellness resources. Contact us at **osw@theIACP.org** for additional information.

CALENDAR

2022

AUG 21 — 23

Impaired Driving and Traffic Safety Conference (IDTS)

The IACP Impaired Driving and Traffic Safety Conference (IDTS) is the largest training conference for drug recognition experts and traffic safety professionals. It provides attendees with a forum to share information, countermeasures, and best practices for reducing drug- and alcohol-impaired driving and improving road safety.

theIACP.org/IDTSconference

OCT 15 — 18

IACP 2022 Annual Conference and Exposition

The IACP Annual Conference and Exposition is *the* law enforcement event of the year—more than 16,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

theIACPconference.org

2023

MAR 3 — 5

Officer Safety and Wellness Symposium

This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

theIACP.org/OSWSymposium

MAR 22 — 24

IACP Division Midyear

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's Midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/events/conference/2022-division-midyear

MAY 22 — 24

IACP Technology Conference

The premier professional event dedicated to discussing technology in law enforcement offers attendees quality presentations, professional development, and networking covering a broad array of new and emerging technologies.

theIACP.org/tech-conference

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